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ABSTRACT

To determine the competencies needed by managers, assistant managers, and auctioneers in the livestock auction sale business and to determine the implications for educational programs, a questionnaire of 20 competencies compiled from a survey of livestock auction businesses was sent to every livestock auction sale barn listed with the Iowa Department of Agriculture. An analysis of the returned questionnaires indicated that competencies most needed are: (1) knowledge of current markets, (2) familiarity with market outlets, (3) understanding of bookkeeping procedures, (4) ability to properly use scales, (5) ability to get along with people, (6) ability to identify quality livestock, (7) ability to manage money, (8) understanding the proper care and handling of livestock, (9) ability to be a community leader, and (10) mechanical ability. The results show, however, that all 20 of the identified competencies are needed in the livestock sale business, and these competencies should influence the content of instructional programs preparing students for these occupations. This M.S. thesis was submitted to Iowa State University. (GB)

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COMPETENCIES NEEDED BY LIVESTOCK SALE BARN EMPLOYEES

by

Wallace Franklin Reidel, Jr.

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INTRODUCTION

Sale of livestock in Iowa and throughout the United States involves a great amount in terms of numbers and in terms of dollars of business transacted. According to U. S. Department of Agriculture statistics (17) cash receipts from farm marketing by Iowa farmers in 1969 totaled 3.83 billion dollars. Iowa ranked second to California in cash receipts from farm marketings. Of Iowa's $3,828,224,000 in cash receipts, $2,904,447,000 were from livestock and livestock products, making up 76 percent of the total.

All hogs and pigs on U. S. farms on June 1, 1970 were estimated at 64.7 million head according to the Iowa Crop and Livestock Reporting Service (19).

Cattle numbers in April, 1970 according to the Iowa Crop and Livestock Reporting Service (18) were listed as follows: 2,245,000 head on feed, 1,022,000 head of grain-fed cattle marketed for slaughter from January 1, to March 31, and cattle feeders reported intentions to market 5,979,000 head during the April-June, 1970 period.

In January, 1970, the Iowa Crop and Livestock Reporting Service (20) reported 7,478,000 cattle, 869,000 sheep and lambs, and 13,950,000 hogs were on Iowa farms on January 1, 1970.

Commercial meat production (beef, veal, pork and mutton) in Iowa during April, 1970 totaled 498,095,000 pounds, according to the Iowa Crop and Livestock Reporting Service (21). This was 3 percent more than in April, 1969 and 7 percent above March, 1970. Commercial meat production

includes slaughter in federally and nonfederally inspected plants, but excludes slaughter on farms.

Livestock auction sale businesses provide employment for persons in the agricultural industry. There are over 2400 auction barns in the United States and about one-third of all livestock sold in the United States is sold through auction barns (15). The investigator was interested in learning what competencies, agricultural and nonagricultural, are needed by persons employed in livestock auction sale barns.

In a study dealing with competencies needed by employees in retail farm machinery distribution, Kahler (8, p. 1) stated:

> Educators throughout the nation are concerned with developing educational programs that will adequately prepare youth for gainful employment in an occupation. Because of increased unemployment among unskilled laborers, approximately 23 percent of whom are between the ages of 14 and 24, this concern is not unwarranted.

The agricultural industry is the largest industry in the United States. There were in 1964 21.7 million persons in agriculture and of this 21.7 million, 5.7 million persons were engaged in farming, 10 million were engaged in the distribution of agricultural products and 6 million in servicing or producing goods for the farmer (10, p. 1).

The primary purpose of this study was to determine the important agricultural competencies needed by males employed in livestock auction sale barns.

The secondary purposes were to determine: (1) the degree each agricultural competency was needed and possessed; (2) factors that influenced the degree personnel needed and possessed each agricultural competency; (3) the important nonagricultural competencies

needed; and (4) the degree each nonagricultural competency was needed.

The study was designed to provide information that might be used in further adapting and expanding the present high school vocational agriculture program and in developing post high school programs that provide in-service training and will prepare prospective employees for entry into livestock marketing occupations of which livestock auction sale barns constitute one phase.

This study is one of a series of studies being conducted jointly by the Department of Agricultural Education and the Iowa Agriculture and Home Economics Experiment Station of Iowa State University and the Agriculture Education Section of the Career Education Branch of the State Department of Public Instruction.

The findings should be of help to vocational agriculture instructors, guidance counselors or directors, state and national vocational education administrators, high school administrators, area vocational school administrators, and college administrators in planning curricula and counseling students; and to employers in livestock auction sale barns when seeking and employing persons for specific positions in their businesses.

REVIEW OF LITERATURE

The literature revealed little research completed in the area of competencies in agriculture needed by persons employed in livestock auction sale barns. However, several studies have been conducted which attempted to assess the need of training for occupational entry in off-farm agricultural occupations and the role of vocational education in providing this training. Several pieces of literature have dealt with livestock auction sale businesses totally or in part as a study on livestock marketing.

Foremost of these studies was that made by the Panel of Consultants on Vocational Education (4). Former President John F. Kennedy (22, p. v.) in his message to congress said:

> The National Vocational Education Acts, first enacted by the Congress in 1917 and subsequently amended, have provided a program of training for industry, agriculture, and other occupational areas. The basic purpose of our vocational education effort is sound and sufficiently broad to provide a basis for meeting future needs. However, the technological changes which have occurred in all occupations call for a review and re-evaluation of these acts, with a view toward their modernization.
>
> To that end, I am requesting the Secretary of Health, Education and Welfare to convene an advisory body drawn from the education profession, labor, industry, and agriculture, as well as the lay public, together with representatives for the Departments of Agriculture and Labor, to be charged with the responsibility of reviewing and evaluating the current National Vocational Education Acts, and making recommendations for improving and redirecting the program.

The panel identified several areas of the present program of vocational education that need to be improved to up-date the existing program of vocational education in order to meet the needs

of those who enter the labor force.

The public image of vocational education must be changed if it is to command its rightful place in the total educational system according to the panel. In overcrowded curricula and in overcrowded schools, vocational education competes in a never ending battle for its share of attention. The panel indicated that heavy emphasis on college has made it more difficult for vocational education programs to achieve their objectives and to maintain an enrollment sufficient to satisfy the needs of people or the projected needs of the labor force.

The panel reported that in order to meet the needs of these people, special attention should be given programs that will adequately prepare them for entry into the labor force. Therefore, high schools that place emphasis on training programs that provide students with salable skills should be established; programs that will aid in training youth with special needs should be established; programs that will encourage students to remain in and complete high school should be established. Post high school programs that will provide technical training for new jobs created by automation in industry should be developed and put into operation.

To meet the changes which automation has produced in our society, the panel made the following recommendations (22, p. 222):

> Vocational education must be made available to all people who have the need, the desire, and the ability to benefit from such instruction.
>
> Education for occupational competency should be carefully correlated with the possibility of employment.

An evaluation committee of competent authorities should report the strength, limitations, and weaknesses of the vocational training program

Williams and Stout (24, p. 232) stated:

> Auctions, practically nonexistent in 1920, have become the most popular livestock producer markets in most areas of the nation.

If this is true we should be able to speculate that certain competencies are needed by auction business employees. Williams and Stout (24, p. 244) further stated:

> The many different jobs involved in operating an auction include those of auctioneers, ringmen, yardmen, office personnel, and manager.

Some of the personnel is full-time while other labor may be only part-time, perhaps only hired for employment during sale day. Williams and Stout (24, p. 245) classified auction businesses as (1) small (under 15,000 animal units handled annually); (2) medium (15,000 - 30,000 animal units handled annually); and (3) large (over 30,000 animal units handled annually) and found that those businesses classified as small employed an average of 13.05 people, those classified medium employed an average of 19.47 people and those classified as large employed an average of 28.65 people.

Labor represents a problem area for efficient operation of a livestock auction sale business. Williams and Stout (24, p. 255) state:

> Much of the delay in moving livestock through the ring can be traced to incompetent yard help. Efficiency in the performance of other functions also is affected . . . Additional and improved training programs for workers also may be required.

Plumb (12, p. 271) emphasizes the character and reputation of men operating auction sale businesses and state:

> The character and reputation of the men holding the sale are a vital factor in its success.
>
> Men who specialize as livestock auctioneers are vital factors in the success attending a sale. The ideal auctioneer possesses certain important qualifications . . . . He should be a good judge of animals . . . . He should also be a judge of men and be clever in handling a crowd . . . . A dignified personality is a distinct asset, and unquestioned integrity is of first importance.

A study of livestock auctions in Iowa was made by Thompson and Bjorka (16, p. 278) with these purposes in mind: (1) to trace the development of community livestock auctions in Iowa; (2) to ascertain the economic conditions which led to their establishment; (3) to ascertain their present status with respect to numbers, geographical location, relation to other marketing agencies, and the volume and character of the business handled; (4) to determine the nature of their organizations; (5) to describe the method of operation; (6) to point out some of the possibilities and some of the limitations of auctions as marketing agencies for livestock. Thompson and Bjorka (16, p. 291) found that of 48 auctions studied, 15 were owned by individuals, 28 were partnerships and 5 were incorporated. Significantly, in this investigator's eyes, no auctions at this time were owned cooperatively.

Thompson and Bjorka (16, p. 310) also studied "personnel at auctions" and classified them into one of six categories: (1) managers, (2) auctioneers, (3) ringmen, (4) yardmen, (5) weighers and (6) clerks. They found that the businesses included in their study

employed from 5 to more than 20 persons. In the discussion regarding personnel, Thompson and Bjorka (16, p. 312) described the duties of each type of employee as opposed to study of competencies needed to be employed as this study is attempting to do.

In his study dealing with market news for the Iowa hog market Wu (26, p. 16) reported approximately 2 percent of butcher hogs sold in Iowa were sold through livestock auction businesses.

Revzan (13, p. 208) reported that out of a group of nearly 12,500 hog producers about 3 percent of the producers preferred selling at auctions.

In his book on marketing of livestock and meat, Fowler (5) devotes 48 pages to livestock auction markets. He deals primarily with design and operation, and only briefly comments on the need for competent help. He (5, p. 300) concludes his writing on auctions by stating:

> The future of auctions, as with all other marketing agencies, will depend upon the kind and the amount of services rendered as compared to similar services and their costs at other markets.

Cunningham (3, p. 92) reports in his study that auctions are of importance in marketing of horses and mules.

In their chapter dealing with marketing of farm products, Hamilton and Bryant (6, p. 345) stated:

> The sale barn or individual auction sale has become very popular in the last ten years. The individual auction sale is really an old method of selling. Probably the idea of sale barns where auctions are held regularly is an outgrowth of the individual auction method.

Bundy and Diggins (2, p. 181) in their discussion dealing with the marketing of hogs state:

> In every community, there are local hog buyers, dealers and livestock auctions.

These authors (2, p. 275) further state in their discussion of the marketing of feeder cattle:

> Auction sales are a common method of transferring cattle from producer to feeder. Most auctions are private or company owned. The selling service is paid for by a commission (which is usually paid by the seller) charged on a percentage of the selling price.

Doane (4, p. 375) reports:

> During the 1930's there was a rapid rise in the number of auction markets and these took an increasing number of the cattle that formerly moved through the terminals. U. S. Department of Agriculture livestock specialists have estimated that more cattle and calves, nearly as many sheep and lambs, and about two-thirds as many hogs go through auctions as are sold at terminal markets. In 1955 about one-third more cattle and calves were sold through auctions than through terminals.

Swift Livestock Company (15) reported that of all packer purchases for 1967, 18.2 percent of all cattle, 52.2 percent of all calves, 15.5 percent of all hogs, and 16.2 percent of all sheep were purchased through auction markets.

In his report on marketing and buying of feeder cattle, Webster (23) cited auctions, terminal markets, dealers and direct marketing as methods of selling feeder cattle, and that the trend is to buy fewer feeder cattle through terminal markets and to buy more through auctions and direct from the producers.

McKay and Abrahamsen (11, p. 31) in their writings dealing with auction markets state that auctions have had a important influence

on the operations of local market intermediaries, especially those who handle livestock, fruits and vegetables, tobacco, poultry, and eggs.

A study of nonfarm agricultural occupations in Kansas was made by Agan (1) which showed a need for trained persons to fill nonfarm agricultural positions. He indicated that 500 employers in the sample indicated a need for 2,823 additional employees due to anticipated growth of businesses in the next five years, and an additional 1,475 needed each year to care for turnover and growth of business in the five year period.

A study of competencies needed for success in dairying by Lockwood (9, p. 94) states:

> There were at least 46 competencies necessary for success in dairying. These 46 competencies have significant importance in planning training programs for present and prospective dairymen. They should form a basis for dairy instruction in vocational agriculture classes for high school boys, young farmers and adults, in the cooperative agriculture extension programs, in area vocational schools, and in the college of agriculture resident instructional program.

Hoyt (7, p. 104) in his study dealing with competencies needed in livestock marketing by farmers states:

> Since this was a select group, not necessarily a random sample selection of the beef, sheep and swine producers in Iowa, and since their responses indicate a definite need for increased competency in the areas of livestock marketing, we can reasonably expect that the average or below average producer would, if sampled, show an even greater need for improved competency in this area.
>
> It was felt that if a group of the top livestock producers were sampled for competency in livestock marketing and their responses would show a need, then whatever changes necessary should be incorporated in present training programs to better meet the needs of the modern livestock producer.

Spencer (14, p. 66) in his study dealing with competencies needed by buyers of livestock came to the conclusion that the needed competencies should have a place in training programs for present and prospective livestock buyers. This investigator found it reasonable to assume many of the competencies needed by livestock buyers will be the same or closely related to those needed by livestock auction business personnel.

Literature which applies directly to this study was limited. The conclusions of the studies which have been reviewed include the following points:

1. There are basic competencies which are required for successful employment in the livestock auction sales business.
2. Some of these basic competencies may be effectively taught in high school vocational agriculture classes and post high school programs. At the post high school level, part-time retraining or up-dating programs could be held for present employees. Other competencies must be obtained by experience.

METHOD OF PROCEDURE

The method of procedure used in gathering data involved writing to the managers of a group of livestock auction businesses to ask the employees and the manager and/or owner to assist in listing the competencies they felt were necessary for employment in the livestock auction business. This group was selected from a list of livestock auction businesses in Iowa. The list of businesses was supplied by the Iowa Department of Agriculture, Division of Animal Industry.

When the lists of competencies were received from the selected businesses, similar items and duplications were deleted. Some of the wordings of the competencies were changed to clarify meaning. Finally one list of 20 competencies was arrived at. There were 13 abilities and 7 understandings on the list of 20 competencies.

A questionnaire was developed which included the list of 20 competencies. The questionnaire was sent to every livestock auction business in the State of Iowa. The questionnaire had a response sheet for the manager or owner of the business, the assistant manager and the auctioneer. Each of the three persons in each business were asked to rate the degree of competence they need in each competency as follows: 4 - very much competence needed; 3 - much competence needed; 2 - some competence needed; 1 - little competence needed; 0 - no competence needed. The auction business personnel were also asked to rate the degree of competence they actually possessed in each of the same competencies. The scale used was:

4 - very much competence possessed; 3 - much competence possessed; 2 - some competence possessed; 1 - little competence possessed; 0 - no competence possessed.

In addition to self evaluation of the competencies needed and possessed, the auction manager or owner was asked to rate the competencies needed and possessed by the assistant manager and the auctioneer of the business. The same competencies and rating scale were used for this purpose as were used by the manager.

In addition to rating of competencies, the following information was requested from each manager or owner, each assistant manager and each auctioneer: present age; total years of experience in business; total years in position (e.g. manager, assistant manager or auctioneer); total years with present business; if father was in auction business and if so, how many years; years of experience on farm since age of 12; years of vocational agriculture taken in high school; and highest grade of school completed. In addition, the manager or owner was asked for the total volume of sales in dollars per year and total number of employees in the business.

Three follow-up letters were sent after the original mailing to those who had not responded. Useable questionnaires were received from 41 livestock auction businesses. Figure 1 is a map of Iowa which shows the counties where the livestock auction sale barns were located.

The data were coded by the investigator, transferred to IBM punch cards, and machine tabulated by the Compuation Center at the Iowa State University.

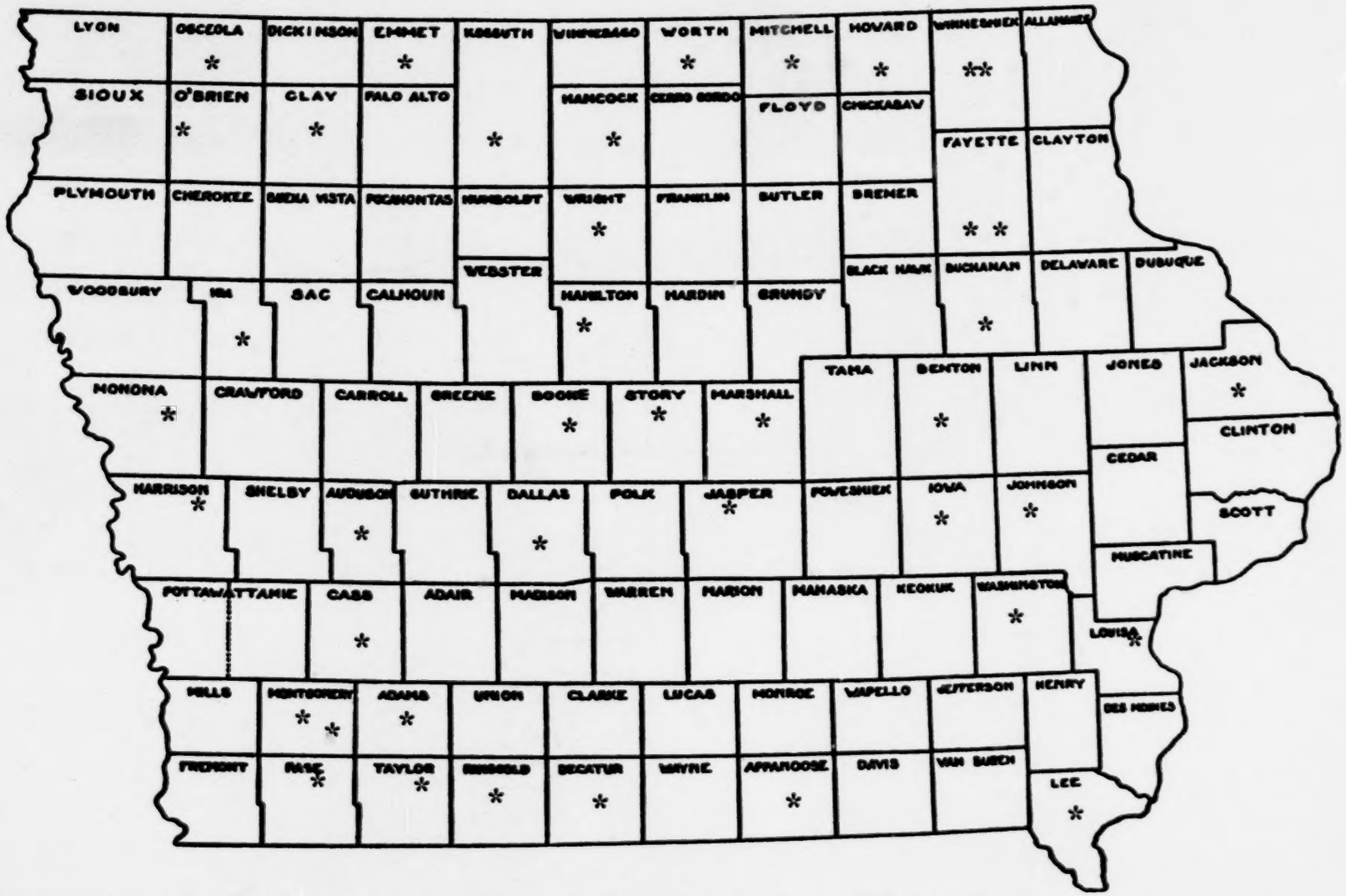

Figure 1. Geographical location of participating livestock auction sale barns.

A letter and set of questionnaires were sent to managers of a 6 percent sample of nonresponding livestock auction sale barns. The purpose was to determine whether the nonresponding businesses and personnel varied greatly from those who had completed and returned questionnaires. Personnel from six livestock auction sale barns who had not responded previously completed and returned questionnaires.

It was determined that these six businesses did not vary in volume of business, in employees' experience, and in background, or in evaluations of competencies with information obtained from former mailings.

It was assumed that the previously responding businesses represented a good geographical cross section of the State of Iowa and was a valid sample.

Computation was made of means and product moment correlations among selected variables.

FINDINGS AND DISCUSSION

The 20 competencies evaluated by employees in livestock auction sale barns in a mailed survey of sale barn managers and/or owners are listed in Table 1. There are 7 understandings and 13 abilities among the competencies. The mean scores for both degree of competence needed and possessed by managers of sale barns are indicated.

The overall mean scores for the 20 competencies were 3.4 for competence needed and 3.2 for competence possessed by managers. It is significant that 14 of the competencies were rated "very much competence needed", and five others were rated "much competence needed". This would indicate that the 20 competencies used in this study are important for employees of livestock sale barns.

The highest competence needed score was 3.7 and two competencies had this score. These competencies were the ability to identify quality in livestock and the ability to maintain financial stability and manage money. Significantly these same competencies did not score highest in the degree of competence possessed by the managers.

The six competencies with the next highest competence needed mean scores were: (1) knowledge of current markets, (2) familiarity with market outlets, (3) understanding of proper care and handling of livestock, (4) understanding of proper use of scales, (5) understanding of bookkeeping procedures, and (6) ability to "get along" with people. These six competencies each had a competence needed

Table 1. Competencies needed and possessed by managers of livestock auction sale barns

Competencies	Mean scores[a] N = 41 Needed	Possessed
1. Knowledge of current markets	3.6	3.5
2. Familiarity with market outlets	3.6	3.6
3. Understanding of proper care and handling of livestock	3.6	3.6
4. Understanding of proper feeding of livestock	3.3	3.5
5. Understanding of proper use of scales	3.6	3.6
6. Understanding of bookkeeping procedures	3.6	3.1
7. Understanding of marketing sequences	3.1	3.1
8. Ability to service and perform maintenance of scales	2.5	2.2
9. Ability to "get along" with people	3.6	3.7
10. Ability to maintain sanitation and cleanliness of facilities	3.5	3.3
11. Ability to remember names and faces	3.5	3.1
12. Ability to perform rapid calculations in the head	3.5	3.2
13. Ability to identify quality in livestock	3.7	3.6
14. Ability to manage people	3.5	3.1
15. Ability to maintain financial stability and manage money	3.7	3.4
16. Ability to implement government regulations and restrictions as they apply	3.4	3.1
17. Mechanical ability	1.9	2.0
18. Ability to be or become a community leader	2.7	2.7
19. Ability to read	3.4	3.4
20. Ability to understand market trends and read markets reports	3.5	3.4
Overall mean scores	3.4	3.2

[a]0 = no competence needed (or possessed), 1 = little competence needed (or possessed), 2 = some competence needed (or possessed), 3 = much competence needed (or possessed), 4 = very much competence needed (or possessed).

mean score of 3.6.

The highest competence possessed mean score was for the ability to "get along" with people. The mean score for this competency was 3.7, whereas the competence needed mean score for this competency was 3.6.

Each of the next four highest competencies had a competence possessed mean score of 3.6, they were: (1) familiarity with market outlets, (2) understanding of proper care and handling of livestock, (3) understanding of proper use of scales, and (4) ability to identify quality in livestock. A self evaluation and the managers' evaluation of competence needed and possessed by assistant managers of livestock auction sale barns are reported in Table 2. The competencies are numbered and the numbers correspond to the list of competencies presented in Table 1.

An inspection of the overall mean scores for the 20 competencies indicated a competence needed mean score of 3.2 on the self evaluations by the assistant managers and a mean score of 3.2 on the manager evaluations. The overall competence possessed mean score based on the self evaluations of the assistant managers was 3.1 as compared to a score of 3.0 by the manager evaluation.

The competency with the highest competence needed mean score as evaluated by the assistant managers was 3.7 for mechanical ability. This competency had a mean score of 3.3 when evaluated by the managers.

The managers' evaluations revealed a highest competence needed mean score of 3.6 was for the ability to maintain financial stability and manage money. The assistant managers evaluations revealed this ability to have a competence needed mean score of only 2.0.

The four highest competence needed mean scores based on self evaluations made by the assistant managers were: (1) 3.6 for the understanding of proper use of scales, (2) 3.6 for understanding of bookkeeping procedures, (3) 3.6 for mechanical ability and (4) 3.6 for the ability to be or become a community leader.

The four highest competence needed mean scores based on managers' evaluations were: (1) 3.6 for ability to maintain financial stability and manage money, (2) 3.5 for the understanding of proper care and handling of livestock, (3) 3.5 for the ability to identify quality in livestock and (4) 3.5 for the ability to implement government regulations and restrictions as they apply.

Table 2. Self and manager evaluations of competencies needed and possessed by assistant managers of livestock auction sale barns

	Mean scores		N = 41	
Competencies	Assistant manager evaluation		Manager evaluation	
	Needed	Possessed	Needed	Possessed
1.	3.5	3.3	3.2	3.0
2.	3.5	3.4	3.0	3.0
3.	3.4	3.1	3.5	3.4
4.	3.4	3.3	3.2	3.1
5.	3.6	3.4	3.2	3.0
6.	3.6	3.5	3.1	3.0
7.	3.4	3.0	2.3	2.2
8.	3.4	3.1	2.5	2.2
9.	2.8	3.4	3.4	3.3
10.	2.9	3.4	3.3	3.3
11.	3.0	3.1	3.3	3.2
12.	2.8	2.9	3.2	3.0
13.	3.3	3.1	3.5	3.0
14.	3.2	2.8	3.3	3.0
15.	2.0	2.5	3.6	3.5
16.	1.9	2.2	3.5	3.4
17.	3.7	3.5	3.3	3.2
18.	3.6	3.5	3.1	3.1
19.	3.4	3.3	3.3	3.2
20.	3.2	3.3	3.2	3.0
Overall mean scores	3.2	3.1	3.2	3.0

It is worthy of note, that the ability to implement government regulations and restrictions as they apply was rated among the four highest competence needed mean scores by managers but had the lowest mean score when evaluated by the assistant managers with a mean score of 1.9.

Based on self evaluations made by the assistant managers, six competencies had higher competence possessed mean scores than competence needed mean scores. They were: (1) the ability to maintain sanitation and cleanliness of facilities with a competence needed score of 2.9 and a competence possessed score of 3.4, (2) the ability to remember names and faces with scores of 3.0 and 3.1 respectively, (3) the ability to perform rapid calculations in the head with a competence needed score of 2.8 and a competence possessed score of 2.9, (4) the ability to maintain financial stability and manage money with scores of 2.0 and 2.5 respectively, (5) the ability to implement government regulations and restrictions as they apply with a competence needed score of 1.9 and a competence possessed score of 2.2, and (6) the ability to understand market trends and read market reports with scores of 3.2 and 3.3 respectively. The managers' evaluations of these six competencies resulted in a competence score lower than the competence needed score for five of the competencies, and equal scores for the remaining competency.

In Table 3 are data based on self and manager evaluations of competencies needed and possessed by auctioneers of livestock auction sale barns. The competencies are numbered and listed in the same order as in Table 1.

The overall mean scores for the 20 competencies revealed a competence

Table 3. Self and manager evaluations of competencies needed and possessed by auctioneers of livestock auction sale barns

Mean scores			N = 41	
Competencies	Auctioneer evaluation		Manager evaluation	
	Needed	Possessed	Needed	Possessed
1.	3.5	3.3	3.4	3.2
2.	3.6	3.3	3.1	2.8
3.	3.2	2.9	3.3	3.3
4.	3.4	3.0	2.9	2.8
5.	2.8	2.6	2.6	2.7
6.	3.1	3.0	2.7	2.6
7.	2.7	2.5	1.5	1.8
8.	3.0	2.9	2.5	2.5
9.	2.2	2.2	3.3	3.4
10.	2.8	2.6	3.2	3.2
11.	2.5	2.4	3.5	3.4
12.	2.6	2.4	3.5	3.2
13.	3.1	2.9	3.4	3.1
14.	3.3	2.8	3.2	2.8
15.	1.0	1.9	3.6	3.3
16.	1.6	1.9	3.6	3.3
17.	3.6	3.4	3.4	2.9
18.	3.6	3.4	3.4	2.9
19.	2.5	2.2	3.1	2.6
20.	2.9	2.5	3.2	2.7
Overall mean scores	3.1	2.7	3.1	2.9

needed score of 2.9 when evaluated by the auctioneers and a mean score of 3.1 when evaluated by the managers. The overall competence possessed mean score based on self evaluations by the auctioneers was 2.8, whereas the score was 2.9 when evaluated by the managers.

The three most needed competencies according to the auctioneers' evaluations were: (1) familiarity with market outlets, (2) mechanical ability and (3) ability to be or become a community leader. Each of

these competencies had a needed mean score of 3.6. The managers' evaluations of these competencies were somewhat lower than the auctioneers'. They were rated as follows: (1) familiarity with market outlets, 3.1; (2) mechanical ability, 3.4; and (3) ability to be or become a community leader, 3.4.

The evaluations by the auctioneers revealed two competencies with higher competence possessed mean scores than competence needed mean scores. They were: (1) the ability to maintain financial stability and manage money with a competence needed score of 1.0 and a competence possessed score of 1.9, and (2) the ability to implement government regulations and restrictions as they apply with a competence needed score of 1.6 and a competence possessed score of 1.9. The evaluations by the managers, however, revealed both of these competencies to have lower competence possessed than competence needed scores.

From data in Table 3, as in Table 2, it was apparent that the manager attached more importance to the ability to maintain financial stability and manage money, and to the ability to implement government regulations and restrictions as they apply, than did either the assistant managers or the auctioneers.

Data in Table 4 indicate the competence needed and possessed by managers of livestock auction sale barns stratified by age of manager. Data reveal that there were 32 of the 41 managers of livestock sale barns between the ages of 36 and 55 years. This may indicate that men younger than 36 years of age have not been able to own or manage livestock auction sale barns, probably because of the lack of capital or financial backing necessary to finance an auction business.

Only six managers were over the age of 56 years. Apparently the rigors of managing this type of business causes men to retire or sell out around the age of 55 years. This may indicate that young men with capital or financial backing could become managers or owners of livestock auction businesses due to the willingness of present managers to leave the business at a comparatively early age.

Data in Table 4 reveal that the oldest group and the group between the ages of 26 and 35 years had the highest competence needed mean scores. The two groups of managers 56 years of age and older had the lowest competence needed mean scores.

All age groups indicated that they needed a greater degree of competence in bookkeeping procedures than they possessed. This would seem to indicate that any training program, retraining program or updating of skills program for persons planning to enter, or who are presently employed in the livestock auction sale businesses should have as part of its program a unit (or units) on bookkeeping procedures used in this type of business.

The managers between the ages of 26 and 55 years of age indicated they needed a greater ability to remember names and faces than they possessed. This group represents 82.9 percent of the total number of managers. This is probably an ability that is improved through experience, but at least its importance could be taught when agricultural occupations are being studied in classes for people that are planning to enter the livestock auction sale business, or other agriculturally related occupations.

Table 4. Competencies needed and possessed by managers of livestock auction sale barns by age of manager

Competencies	Mean scores											
	N = 1 Under 25 years		N = 2 26 - 35 years		N = 14 36 - 45 years		N = 18 46 - 55 years		N = 2 56 - 65 years		N = 4 66 years and above	
	N	P	N	P	N	P	N	P	N	P	N	P
1.	4.0	4.0	4.0	3.5	3.3	3.4	3.7	3.6	3.5	3.5	3.8	3.8
2.	4.0	4.0	4.0	3.5	3.4	3.6	3.7	3.6	3.5	3.5	3.2	3.5
3.	4.0	4.0	3.0	3.0	3.7	3.6	3.7	3.6	3.5	3.5	3.5	3.5
4.	4.0	4.0	3.0	3.0	3.1	3.5	3.5	3.6	3.5	3.5	3.2	3.5
5.	4.0	4.0	4.0	4.0	3.4	3.5	3.7	3.6	3.0	3.5	3.8	3.5
6.	4.0	3.0	3.5	3.0	3.5	3.1	3.7	3.2	3.5	3.5	3.3	2.5
7.	3.0	3.0	3.5	4.0	2.8	3.2	3.4	3.0	2.0	2.0	3.2	3.0
8.	1.0	1.0	4.0	4.0	2.4	1.8	2.2	2.0	3.5	3.5	3.0	2.8
9.	4.0	4.0	4.0	4.0	3.4	3.5	3.8	3.8	3.5	3.5	3.8	3.5
10.	4.0	3.0	4.0	4.0	3.3	3.1	3.6	3.5	3.0	2.5	3.5	3.2
11.	3.0	3.0	3.5	2.5	3.3	2.6	3.7	3.3	4.0	4.0	3.5	3.5
12.	4.0	4.0	4.0	4.0	3.2	2.9	3.6	3.2	4.0	4.0	3.0	3.5
13.	4.0	4.0	4.0	3.5	3.4	3.4	3.8	3.8	4.0	4.0	3.8	3.5
14.	3.0	3.0	3.0	2.0	3.4	2.8	3.8	3.3	2.5	2.0	3.3	3.5
15.	4.0	3.0	4.0	4.0	3.6	3.1	3.8	3.7	3.0	3.0	4.0	3.5
16.	4.0	3.0	3.5	3.5	3.1	2.6	3.7	3.6	2.5	2.5	3.5	2.8
17.	0.0	0.0	3.5	3.5	1.7	2.2	2.0	1.7	1.5	0.5	2.8	3.0
18.	2.0	2.0	2.5	2.5	2.5	2.3	2.9	3.1	2.0	1.5	2.8	3.0
19.	4.0	4.0	2.5	2.5	3.1	3.2	3.8	3.5	2.5	3.5	3.8	3.5
20.	3.0	3.0	4.0	2.5	3.1	3.3	3.8	3.6	2.5	3.5	4.0	3.8
Overall mean scores	3.4	3.2	3.6	3.2	3.4	3.3	3.3	3.0	2.8	3.0	3.6	3.3

With the exception of the youngest and oldest groups all managers indicated they needed a greater ability to "manage people". This may indicate that "human relations" must be a part of any instructional program in related occupations.

An inspection of data in Table 5 reveal the competencies needed and possessed by assistant managers of livestock auction sale barns classed by age of the assistant managers. Thirty-two assistant managers were between the ages of 36 years and 55 years. Six assistant managers were younger than 36 and four were older. It should be noted that there were no assistant managers over the age of 65 years. Those assistant managers from 36 to 45 years of age had a competence needed mean score of 3.3 and a competence possessed score of 3.4. Assistant managers from 46 to 55 years of age had a competence needed score of 3.2 and a competence possessed score of 3.2. The overall mean scores reveal that three of the five groups had higher, or equal, competence possessed mean scores than competence needed scores.

All but the youngest group of assistant managers had lower or equal competence possessed scores than competence needed scores for: (1) understanding of proper feeding of livestock, (2) understanding of proper use of scales, (3) understanding of bookkeeping procedures, (4) understanding of an ability to possess a knowledge of marketing sequences and (5) the ability to service and perform maintenance of scales.

Four of the groups of assistant managers had lower competence possessed scores than competence needed scores for the ability to manage people. This also may indicate the importance of human relations in any instructional program dealing with agriculturally related occupations.

Table 5. Competencies needed and possessed by assistant managers of livestock auction sale barns by age of assistant manager

Competencies	Mean scores									
	N = 1 Under 25 years		N = 5 26 - 35 years		N = 18 36 - 45 years		N = 13 46 - 55 years		N = 4 56 - 65 years	
	N	P	N	P	N	P	N	P	N	P
1.	4.0	4.0	3.4	3.2	3.2	3.3	3.7	3.3	4.0	3.5
2.	3.0	4.0	3.4	3.2	3.6	3.6	3.3	3.3	4.0	3.5
3.	4.0	4.0	3.2	2.8	3.1	3.0	3.6	3.2	4.0	3.2
4.	3.0	4.0	3.4	3.2	3.5	3.3	3.2	3.2	4.0	3.2
5.	4.0	4.0	3.6	3.4	3.5	3.5	3.8	3.4	4.0	3.2
6.	3.0	4.0	3.8	3.2	3.5	3.5	3.6	3.6	4.0	3.5
7.	4.0	4.0	3.8	2.4	3.1	3.2	3.5	3.0	4.0	3.2
8.	3.0	4.0	3.6	2.4	3.4	3.3	3.2	3.0	4.0	3.5
9.	2.0	4.0	3.0	2.8	2.7	3.6	2.8	3.2	3.0	3.8
10.	2.0	4.0	3.0	3.0	3.0	3.5	2.8	3.2	3.0	3.5
11.	4.0	4.0	3.0	3.0	2.7	3.0	3.2	3.0	3.5	3.5
12.	4.0	4.0	3.2	3.0	2.6	2.8	2.6	2.6	3.5	3.5
13.	4.0	3.0	2.6	2.8	3.3	2.9	3.2	3.2	4.0	3.8
14.	4.0	3.0	3.2	2.6	3.4	2.8	2.7	2.8	4.0	3.2
15.	0.0	2.0	2.0	1.2	1.8	2.7	2.3	2.5	2.0	3.2
16.	1.0	2.0	2.2	1.6	2.2	2.1	2.1	2.3	2.2	3.0
17.	4.0	4.0	3.2	3.2	3.6	3.5	3.8	3.5	4.0	3.8
18.	4.0	4.0	3.4	3.4	3.6	3.5	3.5	3.6	4.0	2.8
19.	4.0	4.0	3.2	3.0	3.2	3.3	3.5	3.4	4.0	3.2
20.	4.0	3.0	3.4	3.2	3.0	3.2	3.2	3.5	4.0	3.2
Overall mean scores	3.2	3.6	3.3	2.8	3.3	3.4	3.2	3.2	3.7	3.4

Three of the groups of assistant managers had lower competence possessed scores than competence needed scores for the ability to read. This would suggest a need for a remedial reading program for adults in either the public high school or area vocational technical schools.

Three of the groups also had lower competence possessed scores than competence needed scores for the ability to understand market trends and read market reports. It is likely that the ability to read and this competency are closely related.

Those competencies for which there were lower competence possessed scores than competence needed scores could be taught in existing programs at the secondary level for those persons who will enter the livestock auction sale business, and could be taught to those who are presently employed in such businesses through some type of post high school retraining program.

The competencies needed and possessed by auctioneers of livestock sale barns grouped by age are listed in Table 6. Thirty-five auctioneers fell between the ages of 36 and 55 years of age. Those auctioneers between 36 and 45 years of age had a competence needed mean score of 2.5 and a competence possessed score of 2.5, and the auctioneers between the ages of 46 and 55 years had a competence needed mean score of 2.9 and a competence possessed score of 2.6. There were no auctioneers under the age of 26 years. The overall mean scores are unique in that the competence possessed scores were either equal to or higher than the competence needed scores for four of the five age classifications. The auctioneers 46 to 55 years of age was the exceptional group. It can also be noted that the two oldest age groups generally tended to have both higher competence

Table 6. Competencies needed and possessed by auctioneers of livestock auction sale barns by age of auctioneer

Competencies	N = 2 26 - 35 years		N = 10 36 - 45 years		N = 25 46 - 55 years		N = 2 56 - 65 years		N = 2 66 years and above	
	Mean scores									
	N	P	N	P	N	P	N	P	N	P
1.	3.5	3.5	3.4	3.3	3.4	3.1	4.0	4.0	4.0	4.0
2.	3.5	3.5	3.5	3.3	3.6	3.2	3.5	3.5	4.0	4.0
3.	3.0	3.5	3.1	2.9	3.3	2.8	3.0	3.0	4.0	3.5
4.	3.5	3.5	3.2	3.0	3.5	2.9	3.0	2.5	4.0	3.5
5.	2.0	3.5	2.2	2.0	3.0	2.7	2.5	3.0	3.5	4.0
6.	2.5	3.5	2.8	2.9	3.3	2.8	3.0	3.0	3.5	4.0
7.	2.5	3.5	2.2	2.3	2.8	2.5	2.5	2.0	3.5	3.5
8.	2.5	3.5	2.7	2.8	3.2	2.8	2.5	2.0	3.5	3.5
9.	1.5	3.0	1.8	2.1	2.2	2.2	3.0	2.0	3.5	3.5
10.	2.5	3.5	2.6	2.7	2.8	2.6	3.0	2.0	3.5	3.5
11.	1.5	3.5	2.0	1.8	2.8	2.4	2.5	3.5	2.5	3.5
12.	3.0	3.5	2.1	2.2	2.8	2.2	2.5	3.0	3.0	3.5
13.	3.0	2.0	2.9	3.3	3.2	2.7	3.0	3.0	4.0	3.5
14.	3.5	3.0	3.3	3.4	3.2	2.6	3.5	2.0	4.0	3.5
15.	0.0	4.0	1.1	1.0	1.0	2.0	1.5	2.5	1.0	3.0
16.	1.0	3.0	1.7	1.4	1.6	2.0	1.0	2.5	1.0	3.0
17.	4.0	3.5	3.4	3.5	3.6	3.3	3.5	4.0	4.0	4.0
18.	2.5	3.0	3.6	3.8	3.7	3.3	3.5	3.5	4.0	4.0
19.	3.5	3.5	2.2	1.2	2.5	2.4	3.0	2.5	2.5	3.5
20.	2.5	3.5	3.1	1.9	3.0	2.5	2.5	3.0	2.5	3.5
Overall mean scores	2.6	3.4	2.5	2.5	2.9	2.6	2.8	2.9	3.3	3.6

needed and competence possessed scores than did the groups under the age of 56 years.

The ability to get along with people was rated lower in importance by the two youngest groups of auctioneers than by any of the other three age groups and both groups had a higher competence possessed score than competence needed score for this competency. A similar situation existed with the same groups for the ability to maintain sanitation and cleanliness of facilities.

The importance of the ability to be or become a community leader seems to be linked to age since the youngest age group had a competence needed score of 2.5 for this competency, whereas the oldest age group had a competence needed score of 4.0 for the same competency. The competence needed scores for this competency by the various age groups from youngest to the oldest were respectively 2.5, 3.7, 3.5 and 4.0.

An inspection of data in Table 7 reveal the competencies needed and possessed by managers of livestock auction sale barns classified by years of experience. The managers in this study were at all levels of experience: (1) three managers had from 1 to 5 years of experience, (2) three from 6 to 10 years of experience, (3) five from 11 to 15 years of experience, (4) seven from 16 to 20 years of experience, (5) nine from 21 to 25 years of experience, (6) four from 26 to 30 years of experience, (7) five from 31 to 35 years of experience, (8) two from 36 to 40 years of experience, and (9) three with 41 or more years of experience. The competence needed mean scores for the managers in Table 7 ranged from 2.8 to 3.6 and the competence possessed mean scores ranged from 2.9 to 3.4. Of the nine groups of managers, six reported lower overall

Table 7. Competencies needed and possessed by managers of livestock auction sale barns by years of experience as manager

	Mean Scores								
	Years of Experience								
Competencies	N = 3 1 - 5	N = 3 6 - 10	N = 5 11 - 15	N = 7 16 - 20	N = 9 21 - 25	N = 4 26 - 30	N = 5 31 - 35	N = 2 36 - 40	N = 3 Above 40
	N P	N P	N P	N P	N P	N P	N P	N P	N P
1.	3.7 3.3	4.0 3.7	4.0 3.8	2.8 3.3	3.4 3.3	4.0 3.8	3.6 3.6	4.0 4.0	3.7 3.7
2.	3.3 3.3	4.0 3.7	4.0 3.8	3.0 3.6	3.9 3.8	3.0 3.0	4.0 3.6	4.0 4.0	3.0 3.3
3.	4.0 4.0	4.0 4.0	3.6 3.4	3.3 3.3	3.6 3.6	3.5 3.8	4.0 3.6	4.0 4.0	3.3 3.3
4.	1.3 3.0	4.0 4.0	3.6 3.6	3.3 3.3	3.8 3.7	2.2 3.0	4.0 4.0	4.0 4.0	3.0 3.3
5.	4.0 3.7	4.0 4.0	4.0 4.0	2.8 3.4	3.7 3.3	3.5 3.5	3.8 3.6	3.5 4.0	3.7 3.3
6.	4.0 3.0	3.7 3.0	3.8 3.4	3.1 3.1	3.9 3.6	3.5 2.8	3.4 2.6	4.0 4.0	3.0 2.0
7.	2.7 2.7	3.0 3.3	4.0 3.8	2.3 3.0	3.4 3.2	3.8 2.2	3.6 3.4	2.5 2.5	3.0 2.7
8.	2.0 2.0	2.3 2.3	2.8 2.8	2.6 1.8	2.6 2.1	1.5 1.8	3.0 2.6	2.0 2.0	2.7 2.3
9.	4.0 4.0	4.0 4.0	4.0 3.8	2.7 3.0	3.6 3.7	3.8 3.8	4.0 4.0	4.0 4.0	3.7 3.3
10.	3.3 3.7	4.0 3.7	4.0 3.8	3.0 2.7	3.6 3.4	3.0 3.0	3.8 3.6	3.5 3.0	3.3 3.0
11.	3.3 2.3	3.3 2.3	4.0 3.4	3.0 3.0	3.9 3.4	3.2 3.0	3.6 2.8	4.0 4.0	3.3 3.3
12.	2.7 2.7	4.0 4.0	3.8 3.4	3.0 2.7	3.9 3.3	3.2 3.2	3.6 3.2	4.0 4.0	2.7 3.3
13.	4.0 3.3	4.0 3.7	4.0 3.8	2.7 3.0	3.9 3.7	3.8 4.0	3.8 4.0	4.0 4.0	3.7 3.3
14.	4.0 3.3	3.7 2.7	3.6 3.4	2.8 2.7	3.9 3.2	3.5 3.0	3.6 3.0	3.0 2.5	3.0 3.3
15.	3.7 3.3	4.0 3.7	4.0 3.8	3.3 3.0	3.8 3.4	3.5 3.5	4.0 3.4	3.5 3.5	4.0 3.3
16.	3.3 2.3	3.7 3.3	4.0 3.6	2.6 2.4	3.7 3.4	3.2 3.2	4.0 3.6	3.0 3.0	3.3 2.3
17.	1.3 2.7	1.7 2.3	2.2 2.2	1.8 1.7	2.4 2.1	1.5 1.5	2.2 2.2	1.0 0.0	2.3 2.7
18.	3.0 2.0	2.7 2.0	2.8 2.6	2.3 2.7	3.3 3.3	2.5 2.2	2.8 3.4	1.0 1.0	2.3 2.7
19.	3.7 3.3	3.7 3.7	3.6 3.4	2.6 2.8	3.7 3.4	3.2 3.0	4.0 3.8	3.0 4.0	3.7 3.3
20.	3.3 3.3	3.7 3.0	4.0 3.6	2.8 3.1	3.6 3.2	3.8 3.8	3.8 3.6	3.0 4.0	4.0 3.7
Overall mean scores	3.2 3.1	3.6 3.3	3.6 3.5	2.8 2.9	3.1 3.3	3.1 3.0	3.6 3.4	3.2 3.3	3.2 3.1

mean scores for competence possessed than for competence needed. One of the remaining three groups (16 to 20 years) had a competence needed mean score of 2.8 and a competence possessed mean score of 2.9, and one group (21 to 25 years) had a competence needed mean score of 3.1 and a competence possessed mean score of 3.3. The third group (36 to 40 years) had a competence needed mean score of 3.2 and a competence possessed score of 3.3.

Two of the age groups had significantly lower competence needed scores for the understanding of proper feeding of livestock than the other seven groups. They were the group with from 1 to 5 years of experience and the group with from 26 to 30 years of experience. These same two groups also had higher competence possessed scores for this competency than competence needed scores.

The group with 26 to 30 years of experience also had a lower competence needed score (1.5) for the ability to service and perform maintenance of scales than any other group. This same group had a higher competence possessed score (1.8) for this competency than competence needed score.

The group of managers with 36 to 40 years of experience had a competence needed score of 1.0 for the ability to be or become a community leader and the same score for competence possessed in this competency. These ratings were 1.3 below the next lowest scores reported.

Mean scores for competence needed and possessed for assistant managers stratified by experience levels are recorded in Table 8. Twenty-eight assistant managers had from 6 to 25 years of experience. None of the assistant managers had over 40 years of experience and only one had over 36 years of experience. Competence needed overall mean scores ranged

Table 8. Competencies needed and possessed by assistant managers of livestock auction sale barns by years of experience as assistant managers

	Mean Scores															
	Years of Experience															
Competencies	N = 3 1 - 5		N = 12 6 - 10		N = 6 11 - 15		N = 1 16 - 20		N = 9 21 - 25		N = 5 26 - 30		N = 4 31 - 35		N = 1 36 - 40	
	N	P	N	P	N	P	N	P	N	P	N	P	N	P	N	P
1.	3.3	3.3	3.8	3.2	3.3	3.7	4.0	4.0	3.2	2.9	3.6	3.6	3.2	3.5	4.0	4.0
2.	3.0	3.3	3.6	3.2	3.7	3.5	4.0	4.0	3.4	3.5	3.6	3.6	3.0	3.2	4.0	4.0
3.	3.0	2.7	3.8	3.1	3.3	3.8	4.0	4.0	2.9	2.6	3.6	3.4	3.2	3.0	4.0	4.0
4.	2.7	3.3	3.7	2.9	3.5	3.5	4.0	4.0	3.3	3.6	3.4	3.4	3.0	2.8	4.0	4.0
5.	3.7	3.7	3.6	3.6	4.0	3.8	4.0	4.0	3.7	2.7	3.4	3.8	3.5	3.2	4.0	4.0
6.	3.3	3.3	3.8	3.4	4.0	3.8	4.0	4.0	3.4	3.2	3.2	4.0	3.2	3.2	4.0	4.0
7.	3.7	2.0	3.5	3.6	3.7	2.8	3.0	3.0	3.3	2.7	3.4	3.2	3.0	3.0	4.0	4.0
8.	3.3	2.0	3.7	3.3	3.7	3.2	3.0	3.0	3.3	3.0	3.2	3.2	3.8	3.2	4.0	4.0
9.	2.7	2.7	2.7	3.6	3.7	3.8	4.0	4.0	2.2	2.8	2.2	3.6	3.2	3.2	4.0	4.0
10.	2.7	3.0	2.7	3.1	3.8	3.8	4.0	4.0	2.7	3.2	2.4	3.6	3.2	3.5	4.0	4.0
11.	3.0	2.7	3.0	3.0	2.7	3.3	4.0	4.0	2.9	3.0	3.6	3.2	2.8	2.8	4.0	4.0
12.	3.0	2.7	2.9	2.6	2.7	3.3	4.0	3.0	2.4	3.1	2.8	2.8	2.8	2.5	4.0	4.0
13.	3.0	2.0	3.3	3.2	3.8	3.3	4.0	4.0	3.1	2.6	3.2	3.4	2.8	3.2	4.0	4.0
14.	3.0	2.0	3.4	2.6	3.5	3.2	4.0	4.0	2.9	2.8	3.2	3.2	2.8	2.8	4.0	4.0
15.	1.0	2.0	1.9	1.9	1.0	1.7	4.0	4.0	2.3	3.4	1.6	2.2	3.0	3.2	4.0	4.0
16.	1.7	2.3	2.0	1.5	1.0	1.7	4.0	4.0	1.4	2.7	1.8	2.2	3.0	3.2	4.0	4.0
17.	3.3	4.0	3.7	3.3	4.0	4.0	4.0	4.0	3.6	2.9	3.8	4.0	3.5	3.5	4.0	4.0
18.	3.7	4.0	3.4	3.2	4.0	3.8	4.0	4.0	3.4	3.4	3.8	4.0	3.2	3.0	4.0	2.0
19.	3.3	3.7	2.8	3.3	4.0	3.3	4.0	4.0	3.6	2.6	3.6	3.8	3.5	3.5	4.0	4.0
20.	3.7	3.3	2.8	3.2	4.0	3.3	4.0	4.0	2.8	3.0	3.4	4.0	3.8	3.2	4.0	4.0
Overall mean scores	3.1	2.9	3.2	3.1	3.4	3.3	3.9	3.8	3.0	3.0	3.2	3.1	3.3	3.2	4.0	3.9

from 2.8 to 4.0 and competence possessed scores ranged from 2.0 to 4.0.

Three groups rated the ability to implement government regulations and restrictions as they apply significantly higher than the other five groups; they were the groups with 16 to 20 years of experience (4.0), the group with 31 to 35 years of experience (3.0), and the group with 36 to 40 years of experience (4.0). It should be noted that these same groups had significantly higher competence possessed scores for the same ability than any of the other groups of assistant managers.

The counterpart to Tables 7 and 8 for auctioneers of livestock auction sale barns is revealed in Table 9. Twenty auctioneers had from 21 to 25 years of experience. This group had a competence needed overall mean score of 3.0 and a competence overall mean score of 2.8. It should be noted that there were no auctioneers with less than 6 years of experience and only three with less than 15 years of experience, whereas in Tables 7 and 8 there were both managers and assistant managers with from 1 to 5 years of experience. The overall mean scores in Table 9 reveal that only two groups of auctioneers classified by years of experience had lower competence possessed scores than competence needed scores. The group with 16 to 20 years of experience had competence needed scores of 2.9 and competence possessed scores of 2.3; those auctioneers with 21 to 25 years of experience had a competence needed score of 3.0 and a

Table 9. Competencies needed and possessed by auctioneers of livestock auction sale barns by years of experience as auctioneer

	Mean Scores													
	Years of Experience													
Competencies	N = 1 6 - 10		N = 2 11 - 15		N = 8 16 - 20		N = 20 21 - 25		N = 7 26 - 30		N = 1 31 - 35		N = 2 41 and above	
	N	P	N	P	N	P	N	P	N	P	N	P	N	P
1.	4.0	3.0	3.5	4.0	3.2	2.8	3.4	3.2	3.6	3.6	4.0	4.0	4.0	4.0
2.	4.0	3.0	3.0	3.0	3.8	2.9	3.6	3.4	3.7	3.4	3.0	3.0	4.0	4.0
3.	4.0	3.0	2.5	4.0	3.4	2.5	3.4	3.0	2.6	2.8	2.0	2.0	4.0	3.5
4.	4.0	3.0	3.0	3.0	3.4	2.6	3.6	3.0	2.8	3.0	2.0	2.0	4.0	3.5
5.	2.0	3.0	2.0	3.0	2.9	2.1	3.0	2.7	2.4	2.8	0.0	0.0	3.5	4.0
6.	3.0	3.0	1.5	4.0	3.2	2.4	3.4	3.0	2.7	2.8	2.0	2.0	3.5	4.0
7.	2.0	3.0	2.5	3.0	2.8	2.2	2.7	2.6	2.4	1.8	3.0	3.0	3.5	3.5
8.	3.0	3.0	1.5	4.0	3.2	2.2	3.2	3.0	2.6	2.4	3.0	3.0	3.5	3.5
9.	1.0	3.0	2.0	2.5	2.2	2.4	2.2	2.2	2.3	1.8	0.0	0.0	3.5	3.5
10.	2.0	3.0	2.0	3.0	2.9	2.5	2.8	2.8	2.7	2.3	1.0	1.0	3.5	3.5
11.	2.0	3.0	2.0	4.0	2.5	1.6	2.8	2.4	2.1	2.8	0.0	0.0	2.5	3.5
12.	3.0	3.0	2.0	4.0	2.6	1.8	2.8	2.4	2.6	2.7	0.0	0.0	3.0	3.5
13.	4.0	3.0	2.0	2.5	3.0	2.8	3.3	3.0	3.0	2.7	2.0	2.0	4.0	3.5
14.	4.0	3.0	3.0	3.5	3.5	2.8	3.3	2.8	3.1	2.6	1.0	1.0	4.0	3.5
15.	0.0	4.0	1.0	2.0	0.8	1.0	1.3	2.0	0.8	2.1	0.0	0.0	1.0	3.0
16.	1.0	3.0	1.0	1.5	1.9	1.2	1.8	2.1	1.0	2.3	0.0	0.0	1.0	3.0
17.	4.0	3.0	4.0	4.0	3.5	3.5	3.6	3.3	3.6	3.6	3.0	3.0	4.0	4.0
18.	3.0	3.0	3.0	3.5	3.9	3.6	3.6	3.4	3.6	3.4	3.0	3.0	4.0	4.0
19.	3.0	3.0	4.0	2.0	2.5	1.4	2.6	2.3	2.1	2.7	0.0	0.0	2.5	3.5
20.	3.0	3.0	3.0	2.0	3.2	1.6	3.0	2.6	2.3	2.8	3.0	3.0	2.5	3.5
Overall mean scores	2.8	3.0	2.4	3.2	2.9	2.3	3.0	2.8	2.6	2.7	1.6	1.6	3.3	3.6

competence possessed score of 2.8.

The auctioneer group with 31 to 35 years of experience had 0.0 scores for both competence needed and possessed in the understanding of proper use of scales. The group with 11 to 15 years of experience as auctioneers had a lower competence needed score (1.5) for the understanding of bookkeeping procedures than any other group, and a score of 4.0 for competence possessed in that competency. This situation was repeated with the same group for the ability to service and perform maintenance of scales.

The ability to get along with people had a competence needed score of 1.0 for the group with 6 to 10 years of experience, and 0.0 for the group with 31 to 35 years of experience. Since these groups were small in number (1 in each case) the scores may suggest that the competency was not understood when the questionnaire was filled out.

The individual with 31 to 35 years of experience as an auctioneer had both competence needed and possessed scores of 0.0 for the ability to remember names and faces. This situation was repeated by the same individual for four additional competencies.

In Table 10 the managers are grouped by the number of years of vocational agriculture completed in high school. The majority of managers, 73.2 percent, had not completed any vocational agriculture in high school. The overall mean scores in Table 10 indicate that of the four groups of managers only those who had no vocational agriculture had a higher competence possessed mean score than competence needed mean score. This may suggest that: (1) this study did not have sufficient numbers of managers who had vocational agriculture to provide a true representation of competencies needed and competencies possessed as compared to managers

Table 10. Competencies needed and possessed by managers of livestock auction sale barns by years of vocational agriculture completed in high school

Competencies	Mean Scores							
	N = 30 No Vo-Ag		N = 3 1 year		N = 2 3 years		N = 6 4 years	
	N	P	N	P	N	P	N	P
1.	3.6	3.6	3.7	3.3	3.0	3.0	3.5	3.3
2.	3.4	3.5	4.0	3.7	4.0	4.0	4.0	3.7
3.	3.6	3.6	4.0	3.7	4.0	4.0	3.5	3.3
4.	3.1	3.4	4.0	4.0	4.0	4.0	4.0	3.8
5.	3.6	3.7	4.0	3.7	3.5	3.5	3.5	3.2
6.	3.6	3.2	3.3	3.0	3.0	2.5	3.8	3.0
7.	3.0	3.0	3.3	3.0	3.0	3.5	3.7	3.3
8.	2.6	2.4	2.3	2.0	1.5	1.5	2.0	1.3
9.	3.6	3.6	3.3	4.0	3.0	3.0	4.0	3.8
10.	3.5	3.3	4.0	3.7	3.0	3.0	3.5	3.5
11.	3.4	3.1	3.7	3.3	4.0	3.0	3.8	3.1
12.	3.3	3.3	3.7	2.3	4.0	3.0	3.8	3.7
13.	3.6	3.5	4.0	4.0	4.0	3.5	3.8	3.8
14.	3.4	3.0	4.0	3.7	3.5	3.0	3.7	2.8
15.	3.7	3.4	4.0	4.0	3.5	3.0	4.0	3.3
16.	3.3	3.1	4.0	3.3	3.5	2.0	3.8	3.5
17.	2.0	2.1	1.7	1.0	1.5	1.5	2.0	2.0
18.	2.7	2.6	2.7	3.7	1.5	2.0	2.8	2.7
19.	3.3	3.3	4.0	4.0	3.0	2.5	4.0	3.7
20.	3.5	3.5	4.0	3.7	2.5	2.5	3.8	3.3
Overall mean scores	3.3	3.4	3.8	3.4	3.2	2.9	3.6	3.2

who had no vocational agriculture, or (2) those managers who had vocational agriculture were better able to realize their lack of needed competence.

In comparing competence needed with competence possessed scores for individual competencies, it was noted that in 57 comparisons the managers with some vocational agriculture had equal or lower competencies possessed scores than competence needed scores. The three exceptions were: (1) for the ability to get along with people, the group with one year of vocational agriculture had a competence needed score of 3.3 and a competence possessed score of 4.0; (2) for the understanding of marketing sequences, the group with three years of vocational agriculture had a competence needed score of 2.0 and a competence possessed score of 3.5; and (3) for the ability to be or become a community leader, the group with one year of vocational agriculture had a competence needed score of 2.7 and a competence possessed score of 3.7. Managers with no vocational agriculture had higher or equal competence possessed mean scores than competence needed mean scores in ten of the 20 comparisons.

It was noted that no manager had two years of vocational agriculture. While the number of managers who had been enrolled in vocational agriculture was small, it may indicate that boys either drop vocational agriculture after their freshman year or continue for the entire four year program.

The competencies needed and possessed by assistant managers of livestock auction sale barns stratified by years of vocational agriculture completed in high school are listed in Table 11. The overall mean scores disclose that, of the five groups listed, all groups except one had higher competence possessed mean scores than competence needed mean scores. The assistant managers who had no vocational agriculture in high school

Table 11. Competencies needed and possessed by assistant managers of livestock auction sale barns by years of vocational agriculture completed in high school

Competencies	Mean Scores									
	N = 24 No Vo-Ag		N = 6 1 year		N = 9 2 years		N = 1 3 years		N = 1 4 years	
	N	P	N	P	N	P	N	P	N	P
1.	3.4	3.4	3.7	3.5	3.6	3.2	4.0	2.0	4.0	4.0
2.	3.5	3.5	3.5	3.3	3.6	3.4	3.0	2.0	3.0	4.0
3.	3.3	3.1	3.5	3.5	3.3	3.0	4.0	1.0	4.0	4.0
4.	3.5	3.4	3.5	3.3	3.2	3.1	3.0	1.0	3.0	4.0
5.	3.7	3.2	3.8	3.8	3.4	3.8	3.0	3.0	4.0	4.0
6.	3.7	3.4	3.8	3.7	3.4	3.8	3.0	3.0	3.0	4.0
7.	3.4	3.0	3.7	3.3	3.3	3.0	2.0	3.0	4.0	4.0
8.	3.4	3.1	3.8	3.2	3.3	3.1	2.0	2.0	3.0	4.0
9.	2.9	3.3	2.7	3.5	2.6	3.2	4.0	4.0	2.0	4.0
10.	3.0	3.4	2.8	3.3	2.8	3.4	3.0	2.0	2.0	4.0
11.	3.0	3.2	3.3	3.3	3.0	2.7	2.0	2.0	4.0	4.0
12.	2.8	3.0	3.0	2.8	2.9	2.4	1.0	3.0	4.0	4.0
13.	3.2	3.0	3.3	3.3	3.2	3.0	4.0	3.0	4.0	3.0
14.	3.2	3.0	3.2	2.8	3.2	2.7	3.0	1.0	4.0	3.0
15.	2.4	2.8	2.0	2.3	0.9	1.8	4.0	2.0	0.0	2.0
16.	2.0	2.5	2.2	1.8	1.2	1.9	4.0	1.0	1.0	2.0
17.	3.6	3.3	3.8	3.7	3.7	3.9	4.0	3.0	4.0	4.0
18.	3.5	3.2	3.7	3.7	3.7	3.9	3.0	3.0	4.0	4.0
19.	3.6	3.0	3.2	3.8	3.2	3.7	2.0	4.0	4.0	4.0
20.	3.2	3.1	3.3	3.7	3.3	3.7	1.0	4.0	4.0	3.0
Overall mean scores	2.9	3.1	3.2	3.3	3.0	3.1	3.0	2.4	3.2	3.6

had lower competence possessed mean scores as compared to competence needed mean scores for 11 competencies. The assistant managers who had one year of vocational agriculture in high school had lower competence possessed mean scores than competence needed mean scores for 10 competencies. Those assistant managers who had completed two years of vocational agriculture in high school had lower competence possessed scores as compared to competence needed scores for 10 competencies. The assistant managers who had three years of vocational agriculture had lower competence possessed mean scores than competence needed mean score for 10 competencies, and those assistant managers with four years of vocational agriculture had competencies with lower competence possessed scores than competence needed scores for 3 competencies.

The competencies needed and possessed and years of vocational agriculture completed by auctioneers of livestock auction sale barns are compared in Table 12. Of the five groups represented in Table 12, two had lower competence possessed mean scores than competence needed mean scores, and three groups had competence possessed mean scores equal to the competence needed mean scores.

The group of auctioneers who had no vocational agriculture in high school had lower competence possessed mean scores than competence needed mean scores for 12 of the 20 competencies. The auctioneers with one year of vocational agriculture had lower competence possessed mean scores when compared to competence needed mean scores for 13 competencies. Auctioneers with two years of vocational agriculture in high school had competence possessed scores lower than the corresponding competence needed scores for 10 competencies. Auctioneers who had three years of vocational agriculture had lower competence mean scores than competence needed scores

Table 12. Competencies needed and possessed by auctioneers of livestock auction sale barns by years of vocational agriculture completed in high school

Competencies	Mean Scores									
	N = 21 No Vo-Ag		N = 2 1 year		N = 4 2 years		N = 9 3 years		N = 5 4 years	
	N	P	N	P	N	P	N	P	N	P
1.	3.6	3.4	3.5	3.5	3.0	3.0	3.6	3.4	3.4	2.6
2.	3.6	3.3	4.0	3.5	3.8	3.2	3.3	3.3	3.6	3.0
3.	3.2	3.0	3.0	2.0	2.8	2.8	3.7	3.1	3.2	2.6
4.	3.3	3.0	3.5	2.0	3.8	3.2	3.6	3.0	3.4	2.6
5.	2.8	2.9	3.0	1.5	1.8	1.5	3.0	3.2	3.2	1.8
6.	3.1	3.0	3.5	1.5	3.0	3.5	3.1	3.1	3.2	2.8
7.	2.7	2.7	3.0	1.5	1.5	1.2	2.9	3.2	3.2	1.8
8.	3.0	2.8	3.5	2.0	2.8	3.0	3.1	3.2	3.4	2.6
9.	2.5	2.6	0.5	2.0	1.5	1.0	2.1	2.7	2.2	1.2
10.	2.8	2.8	2.5	1.5	2.8	2.8	2.6	3.0	2.8	2.0
11.	2.4	2.6	2.0	2.0	2.2	2.5	2.9	2.7	2.6	1.4
12.	2.7	2.6	3.0	1.0	1.5	2.0	3.0	2.9	2.6	1.4
13.	3.3	3.0	3.0	3.0	2.8	3.5	3.1	3.2	2.8	1.2
14.	3.5	2.8	3.5	3.0	3.2	3.5	3.0	3.1	3.0	1.6
15.	0.9	2.0	0.0	1.5	1.8	1.0	1.4	2.6	0.6	1.0
16.	1.4	2.1	1.5	2.0	1.5	1.5	2.1	2.3	1.2	1.0
17.	3.6	3.5	4.0	3.5	3.0	2.8	3.6	3.2	4.0	4.0
18.	3.7	3.5	4.0	3.5	3.8	3.5	3.4	3.2	3.4	3.4
19.	2.2	2.4	3.5	2.0	2.0	0.8	2.8	2.8	3.0	1.4
20.	2.8	2.7	4.0	2.0	3.2	2.0	3.0	2.9	2.8	1.6
Overall mean scores	3.1	3.1	2.9	2.2	2.4	2.4	3.0	3.0	2.9	2.1

for 7 competencies; and the auctioneers who had four years of vocational agriculture in high school had lower competence possessed mean scores than competence needed mean scores for 17 competencies.

The three competencies with equal or higher competence possessed scores when compared to competence needed scores by the auctioneers who had completed four years of vocational agriculture in high school were: (1) ability to maintain financial stability and manage money, (2) mechanical ability, and (3) ability to be or become a community leader. This suggests that vocational agriculture may be beneficial in preparing persons for employment in agriculturally related occupations. It may be interpreted also to indicate that vocational agriculture departments have a responsibility to provide instruction to persons already employed in these agriculturally oriented occupations as a part of the adult education programs in local departments or area schools.

The managers of livestock auction sale barns are classified by educational achievement level in Table 13. The overall mean scores reveal equal competence needed and competence possessed scores for the auctioneers with less than high school educations (3.3 and 3.3; 3.4 and 3.4).

Eighteen of the 41 managers had completed high school but had no college. This group had a mean score for competence needed of 3.4 and a competence possessed score of 3.1. The 10 managers who had completed no more than the eighth grade had a competence needed mean score of 3.3 and the same score for competence possessed. The 5 managers with four years of college had a competence needed score of 3.3 and a competence possessed score of 3.1.

The ability to service and perform maintenance of scales was rated

Table 13. Competencies needed and possessed by managers of livestock auction sale barns by educational achievement level

Competencies	Mean Scores															
	N = 1 Less than 8th grade		N = 10 8th grade		N = 4 1 - 3 years of high school		N = 18 4 years of high school		N = 1 2 years of college		N = 1 3 years of college		N = 5 4 years of college		N = 1 More than 4 years of college	
	N	P	N	P	N	P	N	P	N	P	N	P	N	P	N	P
1.	4.0	4.0	3.6	3.6	3.5	3.2	3.5	3.6	3.0	3.0	4.0	4.0	3.8	3.6	3.0	3.0
2.	4.0	4.0	3.2	3.4	3.8	3.8	3.7	3.7	4.0	4.0	4.0	4.0	3.4	3.2	4.0	3.0
3.	4.0	4.0	3.5	3.6	4.0	4.0	3.6	3.4	4.0	4.0	4.0	4.0	3.6	3.6	4.0	4.0
4.	4.0	4.0	3.2	3.5	3.2	3.5	3.4	3.5	4.0	4.0	4.0	4.0	3.0	3.4	4.0	4.0
5.	4.0	4.0	3.8	3.5	3.8	3.8	3.4	3.6	4.0	4.0	4.0	4.0	3.2	3.4	4.0	4.0
6.	4.0	3.0	3.6	3.1	3.8	3.2	3.5	3.0	3.0	3.0	4.0	4.0	3.6	3.2	4.0	3.0
7.	4.0	4.0	3.1	3.1	3.3	3.0	3.0	3.0	4.0	4.0	4.0	4.0	2.6	2.8	4.0	3.0
8.	0.0	0.0	2.7	2.6	2.2	2.2	2.5	1.8	1.0	2.0	0.0	2.0	3.4	3.4	2.0	2.0
9.	4.0	4.0	3.7	3.6	3.5	3.5	3.5	3.6	4.0	4.0	4.0	4.0	3.8	3.8	4.0	4.0
10.	4.0	4.0	3.5	3.4	3.5	3.5	3.4	3.1	4.0	4.0	4.0	4.0	3.4	3.2	4.0	4.0
11.	4.0	3.0	3.4	3.1	3.8	3.5	3.6	3.0	4.0	4.0	4.0	3.0	3.4	3.0	3.0	3.0
12.	3.0	3.0	3.1	3.4	3.8	3.0	3.6	3.2	3.0	3.0	4.0	3.0	3.4	3.2	4.0	4.0
13.	4.0	4.0	3.6	3.5	4.0	3.8	3.6	3.6	3.0	3.0	4.0	4.0	3.8	3.6	4.0	4.0
14.	4.0	4.0	3.5	3.3	3.8	3.2	3.4	3.0	4.0	4.0	4.0	3.0	3.2	2.4	4.0	2.0
15.	4.0	4.0	3.7	3.4	3.5	3.2	3.8	3.5	4.0	4.0	4.0	3.0	3.4	3.2	4.0	3.0
16.	4.0	4.0	3.5	3.2	3.5	3.0	3.5	3.0	4.0	4.0	4.0	4.0	3.0	2.8	2.0	2.0
17.	0.0	0.0	2.5	2.8	2.0	1.8	1.7	1.7	2.0	3.0	2.0	4.0	2.2	1.6	2.0	1.0
18.	2.0	2.0	2.7	2.8	3.0	3.0	2.7	2.7	2.0	4.0	4.0	3.0	2.6	2.2	2.0	1.0
19.	4.0	4.0	3.4	3.2	3.5	3.2	3.4	3.5	4.0	4.0	4.0	4.0	3.2	3.2	4.0	2.0
20.	4.0	4.0	3.7	3.6	3.2	3.2	3.6	3.4	3.0	3.0	4.0	3.0	3.2	3.0	4.0	4.0
Overall mean scores	3.4	3.4	3.3	3.3	3.4	3.8	3.4	3.1	3.4	3.6	3.7	3.6	3.3	3.1	3.6	3.2

exceptionally low on need by three groups of managers, those with less than eight grades of school, those with 2 years of college and managers with 3 years of college. These groups had competence needed scores of 0.0, 1.0 and 0.0 respectively. Mechanical ability was also rated low on competence needed by two groups of managers, those with less than eight grades of school and those managers that had four years of high school, these two groups had scores of 0.0 and 1.7 for this competency respectively.

Managers with less than eight grades of school had no competence possessed scores higher than the corresponding competence needed scores. Those with eight grades of school had six competence possessed scores higher than the corresponding competence needed scores. Those managers with one to three years of high school had one competence possessed score higher than the corresponding competence needed score. Those with four years of high school had four, those with two years of college had two, those with three years of college had one, those managers with four years of college had three, and those managers with more than four years of college had no competence possessed scores higher than the corresponding competence needed score. These data may indicate that instructional programs would be beneficial for managers irrespective of the educational attainment level of the manager.

Competencies needed and possessed by assistant managers of livestock auction sale barns classified by educational attainment level achieved are listed in Table 14. An inspection of the overall mean scores indicates that the two assistant managers with less than eight grades of school had the highest competence needed score (3.9), and all other groups had considerably lower competence needed scores ranging from 2.6 to 3.6.

Table 14. Competencies needed and possessed by assistant managers of livestock auction sale barns by educational achievement level

Competencies	Mean Scores													
	N = 2 Less than 8th grade		N = 3 8th grade		N = 2 1 - 3 years of high school		N = 31 4 years of high school		N = 1 1 year of college		N = 1 2 years of college		N = 1 4 years of college	
	N	P	N	P	N	P	N	P	N	P	N	P	N	P
1.	4.0	4.0	3.3	3.7	3.5	3.5	3.4	3.2	3.0	4.0	4.0	4.0	4.0	3.0
2.	4.0	4.0	3.0	3.3	3.5	3.5	3.5	3.4	3.0	4.0	4.0	4.0	4.0	3.0
3.	4.0	3.5	3.3	3.3	3.0	3.5	3.4	3.0	2.0	4.0	4.0	4.0	4.0	3.0
4.	4.0	3.5	3.3	3.0	3.5	3.5	3.4	3.2	2.0	4.0	4.0	4.0	4.0	3.0
5.	4.0	3.5	3.7	3.3	3.5	2.5	3.6	3.5	4.0	4.0	4.0	4.0	4.0	3.0
6.	4.0	4.0	3.0	3.0	4.0	3.0	3.6	3.5	4.0	4.0	4.0	4.0	4.0	3.0
7.	4.0	3.5	2.7	3.3	4.0	2.5	3.4	3.0	3.0	4.0	4.0	4.0	4.0	3.0
8.	4.0	4.0	2.3	3.0	3.5	3.0	3.4	3.0	4.0	4.0	4.0	4.0	4.0	3.0
9.	4.0	4.0	3.3	3.3	3.5	3.5	2.6	3.3	2.0	4.0	4.0	4.0	1.0	3.0
10.	4.0	4.0	3.0	3.3	3.5	3.5	2.9	3.3	2.0	4.0	4.0	4.0	1.0	3.0
11.	3.5	3.5	2.7	3.0	4.0	4.0	3.0	2.9	2.0	4.0	4.0	4.0	3.0	4.0
12.	3.5	3.5	2.3	2.7	4.0	4.0	2.7	2.7	2.0	4.0	4.0	4.0	3.0	4.0
13.	4.0	4.0	3.3	3.3	3.5	4.0	3.2	2.8	2.0	4.0	4.0	4.0	4.0	4.0
14.	4.0	4.0	3.0	2.7	3.0	3.5	3.2	2.7	2.0	4.0	4.0	4.0	4.0	2.0
15.	3.5	3.5	2.7	3.3	3.5	3.0	1.9	2.3	1.0	4.0	0.0	0.0	0.0	3.0
16.	3.5	3.5	2.7	3.0	3.5	3.0	1.7	2.0	1.0	4.0	0.0	0.0	0.0	2.0
17.	4.0	4.0	3.7	3.7	3.5	4.0	3.6	3.4	4.0	4.0	4.0	4.0	4.0	3.0
18.	4.0	2.5	3.3	2.7	3.0	4.0	3.6	3.5	4.0	4.0	4.0	4.0	4.0	3.0
19.	4.0	3.5	3.7	3.3	3.0	4.0	3.4	3.2	3.0	4.0	4.0	4.0	4.0	3.0
20.	4.0	3.5	3.3	3.0	2.5	4.0	3.2	3.2	3.0	4.0	4.0	4.0	4.0	3.0
Overall mean scores	3.9	3.7	3.1	3.2	3.5	3.5	3.1	3.0	2.6	4.0	3.6	3.6	3.2	3.0

Thirty-one of the 41 assistant managers were high school graduates but had not attended college. This group had a 3.1 mean score for competence needed and 3.0 for competence possessed. Only one assistant manager had completed four years of college and none had more than four years of college. Five had less or no more than an eighth grade education. Two assistant managers had completed some high school but had not been graduated.

The assistant manager with four years of college had a very low competence needed score for the ability to get along with people (1.0) and for the ability to maintain sanitation and cleanliness of facilities (1.0), but he had a competence possessed score of 3.0 for both of these competencies.

All assistant manager groups with four or more years of high school had low competence needed scores for the ability to maintain financial stability and manage money, and for the ability to implement government regulations and restrictions as they apply. With the exception of the group with two years of college they had higher competence possessed scores than competence needed scores for these competencies.

The counterpart to Table 14 for auctioneers of livestock auction sale barns is Table 15. Twenty-nine auctioneers had four years of high school, six had an eighth grade education, three had from one to three years of high school, two had four years of college and one had three years of college. The overall mean scores for competence needed ranged from a high of 3.2 to a low of 2.4. Competence possessed scores ranged from a high score of 3.2 to a low of 0.7. One group of auctioneers had overall mean scores for competence possessed which were higher than the overall mean

Table 15. Competencies needed and possessed by auctioneers of livestock auction sale barns by educational achievement level

Competencies	Mean Scores									
	N = 6 8th grade		N = 3 1 - 3 years of high school		N = 29 4 years of high school		N = 1 3 years of college		N = 2 4 years of college	
	N	P	N	P	N	P	N	P	N	P
1.	3.7	3.5	3.0	3.3	3.5	3.3	3.0	1.0	4.0	3.5
2.	3.5	3.3	3.7	3.0	3.6	3.3	4.0	1.0	3.5	3.5
3.	3.3	3.2	2.3	3.7	3.2	2.9	4.0	1.0	4.0	1.5
4.	3.2	3.0	2.7	3.7	3.6	3.0	3.0	1.0	3.5	2.5
5.	2.8	3.5	2.3	2.7	2.8	2.5	3.0	0.0	3.0	3.5
6.	2.8	3.3	2.7	2.7	3.2	3.0	3.0	1.0	3.0	3.0
7.	2.8	3.2	2.3	2.3	2.6	2.6	4.0	0.0	3.0	1.0
8.	3.0	3.3	2.3	3.3	3.1	2.9	4.0	1.0	4.0	2.0
9.	3.0	3.2	1.7	1.7	2.0	2.2	0.0	0.0	4.0	2.0
10.	3.2	3.3	2.7	2.7	2.7	2.6	0.0	1.0	4.0	2.0
11.	2.5	3.3	1.0	1.7	2.6	2.4	3.0	0.0	3.0	1.5
12.	2.8	3.3	1.7	2.0	2.7	2.4	2.0	0.0	3.0	1.5
13.	3.7	3.3	2.7	3.0	3.1	2.9	2.0	0.0	3.5	2.5
14.	3.7	3.2	2.7	3.3	3.3	2.8	2.0	0.0	3.5	2.0
15.	1.2	2.0	0.7	1.3	1.1	2.1	0.0	0.0	0.0	0.5
16.	1.5	2.2	1.0	1.7	1.8	2.1	0.0	0.0	0.5	0.0
17.	3.8	3.8	3.7	3.7	3.5	3.3	4.0	4.0	4.0	3.5
18.	3.8	3.8	3.7	3.7	3.5	3.3	4.0	3.0	3.5	3.5
19.	2.5	3.3	2.7	2.3	2.6	2.1	3.0	0.0	1.0	0.5
20.	2.7	3.2	3.0	2.3	3.0	2.6	3.0	0.0	2.0	0.5
Overall mean scores	3.2	3.2	2.4	2.7	2.9	2.7	2.6	0.7	3.0	2.0

scores for competence needed.

In comparison to the other groups of auctioneers, the group with three years of college generally had both lower competence needed scores and competence possessed scores than the other groups. Two groups, those with one to three years of high school and those with three years of college had lower competence needed scores (1.7 and 0.0 respectively) and lower competence possessed scores (1.7 and 0.0 respectively) than the other groups. The auctioneers with from one to three years of high school had low competence needed scores for the ability to remember names and faces and the ability to perform rapid calculations in the head than did the other groups. In both competencies, the auctioneers with from one to three years of high school had higher competence possessed scores than competence needed scores.

The number of years of farm life after the age of 12 years by managers is compared to competencies needed and possessed in Table 16. Of the 41 managers, 9 had never lived on a farm after the age of 12 years, 6 had lived on a farm 1 - 5 years, 7 had lived on a farm 6 - 10 years, 3 had lived on a farm 11 - 15 years, 7 had lived on a farm 16 - 20 years, 2 had lived on a farm 21 - 25 years, 2 had lived on a farm 26 - 30 years, 4 had lived on a farm 31 - 35 years and 1 manager had lived on a farm 36 or more years since the age of 12 years. The overall mean scores reveal that the competence needed scores ranged from a low of 2.2 to a high of 3.5, and that competence possessed scores ranged from a low of 3.0 to a high of 3.5. Managers with from 21 to 25 years of farm life after the age of 12 had a comparatively low overall mean score for competence needed. No group, except the group with from 21 to 25 years of farm life,

Table 16. Competencies needed and possessed by managers of livestock auction sale barns by number of years of farm life after the age of twelve

Competencies	Mean Scores																	
	N = 9 Never lived on farm		N = 6 1 - 5 years		N = 7 6 - 10 years		N = 3 11 - 15 years		N = 7 16 - 20 years		N = 2 21 - 25 years		N = 2 26 - 30 years		N = 4 31 - 35 years		N = 1 36 and more years	
1.	N	P	N	P	N	P	N	P	N	P	N	P	N	P	N	P	N	P
1.	3.6	3.6	3.5	3.2	3.4	3.3	4.0	4.0	4.0	3.6	2.0	4.0	3.5	3.5	3.8	3.8	4.0	4.0
2.	3.6	3.6	3.8	3.3	3.7	3.6	3.3	3.7	3.7	3.7	2.0	4.0	3.5	3.5	4.0	3.8	3.0	3.0
3.	3.3	3.4	3.8	3.5	3.4	3.4	3.7	4.0	3.8	3.7	3.0	3.0	4.0	4.0	4.0	3.8	4.0	4.0
4.	2.7	3.2	3.8	3.8	3.4	3.6	4.0	4.0	3.6	3.6	3.0	3.0	2.5	3.5	3.8	3.8	3.0	3.0
5.	3.2	3.3	3.8	3.8	3.8	3.7	4.0	4.0	3.6	3.4	2.0	3.5	4.0	3.5	3.8	3.5	4.0	4.0
6.	3.8	3.2	3.3	3.0	3.7	3.1	3.7	3.7	3.6	3.1	3.0	2.5	4.0	3.0	3.5	2.8	3.0	3.0
7.	2.6	2.4	3.3	3.2	3.4	3.3	3.3	3.3	3.1	2.8	2.0	4.0	2.5	3.0	4.0	3.8	3.0	3.0
8.	2.4	2.4	2.0	2.3	2.8	2.8	1.0	2.0	3.0	2.0	3.0	0.0	0.5	0.5	3.2	2.5	3.0	3.0
9.	3.8	3.8	3.8	3.7	3.7	3.6	3.7	3.7	3.6	3.1	1.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
10.	3.0	2.8	3.8	3.5	3.6	3.4	4.0	4.0	3.6	3.1	3.0	3.0	3.0	3.5	3.8	3.8	4.0	4.0
11.	3.7	3.1	3.5	2.7	3.6	3.1	3.7	3.0	3.4	3.3	2.5	3.5	3.5	2.5	3.8	3.2	4.0	4.0
12.	3.6	3.4	3.3	2.8	3.7	3.6	3.7	3.7	3.3	3.1	3.0	2.5	3.0	3.0	3.8	3.2	3.0	3.0
13.	3.9	3.8	3.7	3.3	3.8	3.6	3.7	4.0	3.6	3.1	2.0	4.0	4.0	3.5	3.8	4.0	4.0	4.0
14.	3.3	3.0	3.8	3.2	3.4	2.8	3.7	3.0	3.6	2.8	2.5	3.5	4.0	3.5	3.5	3.2	3.0	3.0
15.	3.6	3.2	3.8	3.7	3.7	3.1	3.7	3.7	3.8	3.6	3.0	3.0	4.0	3.5	4.0	3.5	4.0	4.0
16.	3.3	2.8	3.7	3.5	3.3	2.8	4.0	4.0	3.1	2.7	2.5	3.0	3.5	3.5	4.0	3.2	4.0	4.0
17.	1.6	1.3	1.7	2.0	2.3	2.0	2.0	3.7	2.8	2.4	0.5	0.5	0.5	1.5	2.8	2.5	2.0	2.0
18.	3.0	2.7	2.5	3.0	2.6	2.6	2.7	2.0	3.4	3.0	1.0	3.0	1.5	1.5	2.5	2.8	3.0	3.0
19.	3.3	3.4	3.5	3.3	3.3	2.7	3.7	3.7	3.6	3.4	2.0	4.0	3.5	3.0	4.0	3.8	4.0	4.0
20.	3.2	3.3	3.7	3.0	3.4	3.1	4.0	3.7	4.0	3.6	2.0	4.0	3.5	3.5	3.8	3.8	4.0	4.0
Overall mean scores	3.2	3.1	3.4	3.2	3.4	3.2	3.5	3.5	3.5	3.2	2.2	3.1	3.1	3.0	3.7	3.4	3.5	3.5

had overall competence possessed mean scores higher than competence needed scores.

The ability to service and perform maintenance of scales had lower competence needed scores for the groups of managers with 11 to 15 years of farm life and the groups with 26 to 30 years of farm life as compared to the other groups in Table 16. The ability to get along with people had a lower competence needed score for the group with 21 to 25 years of farm life than any of the other groups. Managers who never had lived on a farm, those with one to five years of farm life, those with 21 to 25 years of farm life, and those with 26 to 30 years of farm life had low competence needed scores for mechanical ability. The two groups of managers representing from 21 to 30 years of farm life had low competence needed scores for the ability to be or become a community leader.

Competencies needed and possessed as compared to years of farm life by assistant managers of livestock auction sale barns are recorded in Table 17. Six of the assistant managers never lived on a farm after the age of twelve, three lived on a farm from 1 to 5 years, seven lived on a farm from 6 to 10 years, seven lived on a farm 11 to 15 years, eight lived on a farm from 16 to 20 years, three lived on a farm 26 to 30 years, three lived on a farm 31 to 35 years and one lived on a farm for 36 or more years after the age of twelve years. The overall mean scores for competence needed had a range of 3.0 to 3.9, and the overall scores for competence possessed had a range of 3.1 to 3.3. The assistant managers with from 26 to 30 years of farm life had the highest competence needed overall score. The group that never lived on a farm and those that lived on a farm from six to ten years had the lowest competence needed overall scores.

Table 17. Competencies needed and possessed by assistant managers of livestock auction sale barns by number of years of farm life after the age of twelve

Competencies	Mean Scores																	
	N = 6 Never lived on farm		N = 3 1 - 5 years farm life		N = 7 6 - 10 years farm life		N = 7 11 - 15 years farm life		N = 8 16 - 20 years farm life		N = 3 21 - 25 years farm life		N = 3 26 - 30 years farm life		N = 3 31 - 35 years farm life		N = 1 36 and more years	
	N	P	N	P	N	P	N	P	N	P	N	P	N	P	N	P	N	P
1.	3.0	3.0	2.3	3.7	3.3	3.3	3.8	3.1	3.8	3.4	4.0	3.7	4.0	3.7	3.3	3.7	4.0	3.0
2.	3.5	3.8	3.7	3.7	3.1	3.6	3.4	3.1	3.6	3.4	3.7	3.0	3.7	3.7	3.3	3.3	4.0	3.0
3.	3.0	3.0	2.3	3.7	3.3	2.9	3.7	3.0	3.5	3.4	3.7	3.3	4.0	3.0	3.3	3.0	4.0	3.0
4.	3.3	3.7	4.0	3.7	3.0	3.3	3.1	2.8	3.5	3.4	3.7	3.0	3.7	3.3	3.7	3.0	4.0	3.0
5.	3.5	3.3	3.7	3.7	3.3	2.8	3.6	3.7	3.9	3.8	4.0	3.7	4.0	3.7	3.7	3.0	4.0	3.0
6.	3.5	3.3	4.0	3.7	3.4	3.6	3.4	3.7	3.9	3.6	3.7	3.3	3.7	3.3	3.3	3.3	4.0	3.0
7.	3.3	3.5	4.0	2.7	3.1	2.7	3.3	3.3	3.5	2.9	4.0	3.7	4.0	2.7	2.7	3.0	4.0	3.0
8.	3.5	3.3	3.7	3.0	3.1	3.1	3.3	3.3	3.6	3.0	3.7	3.3	3.7	2.3	2.7	3.3	4.0	3.0
9.	2.2	3.0	3.7	3.7	3.0	3.1	2.7	3.7	2.5	3.2	1.7	3.7	4.0	3.3	3.3	3.3	3.0	4.0
10.	2.8	3.5	3.7	3.7	3.1	3.4	2.7	3.3	2.6	3.2	2.0	3.3	3.7	3.3	3.3	3.3	3.0	3.0
11.	2.8	3.3	2.7	4.0	3.1	2.7	3.0	2.8	3.0	3.1	3.0	3.0	4.0	3.3	2.3	2.7	4.0	3.0
12.	2.8	3.0	2.7	3.7	3.0	3.0	2.4	2.3	2.6	2.9	3.0	3.0	3.3	3.0	2.7	2.7	4.0	3.0
13.	2.5	2.8	3.7	3.0	3.1	3.1	3.1	3.1	3.5	3.2	3.7	2.3	4.0	3.3	3.3	3.3	4.0	3.0
14.	3.5	3.5	3.7	2.7	2.8	3.0	2.4	2.4	3.4	3.0	3.7	1.3	3.7	3.0	3.3	3.0	4.0	3.0
15.	1.8	2.2	2.7	0.7	1.7	2.4	2.3	2.4	1.9	2.5	0.3	3.3	3.3	3.7	2.3	3.0	1.0	3.0
16.	1.3	1.5	2.7	0.7	1.3	2.4	2.1	2.0	2.0	2.4	0.3	2.7	3.3	3.7	2.7	2.7	2.0	3.0
17.	3.0	2.7	3.7	4.0	3.6	3.3	4.0	3.7	3.8	3.6	4.0	3.7	4.0	4.0	3.7	3.7	4.0	4.0
18.	3.7	3.3	3.7	4.0	3.0	3.6	3.7	3.7	3.6	3.8	4.0	3.0	3.7	3.0	3.7	2.7	4.0	3.0
19.	3.2	2.8	3.7	3.0	3.1	3.3	3.3	3.7	3.2	3.4	4.0	3.3	4.0	3.7	3.7	3.0	4.0	3.1
20.	3.0	2.8	3.7	3.0	2.8	3.8	2.8	2.3	3.2	3.4	4.0	3.5	4.0	3.0	3.3	3.3	4.0	3.0
Overall mean scores	3.0	3.1	3.4	3.2	3.0	3.1	3.1	3.1	3.2	3.2	3.4	3.2	3.9	3.3	3.2	3.1	3.6	3.1

Assistant managers with from 26 to 30 years of farm life had the highest competence possessed overall mean score.

The competence needed scores and competence possessed scores for specific competencies are quite consistent between groups with some notable exceptions. The ability to get along with people had a low competence needed score of 1.7 for the groups with 21 to 25 years of farm life and a competence possessed score of 3.3. The ability to maintain financial stability and manage money had a noticeably low score for competence needed for the assistant managers with from 21 to 25 years of farm life and a noticeably high competence needed score for those assistant managers with from 26 to 30 years of farm life. In both cases, the competence possessed score was higher than the competence needed score.

Assistant managers with 21 to 25 years of farm life had a very low competence needed score for the ability to implement government regulations and restrictions as they apply, but the competence possessed score for this competency was higher than the competence needed score.

Auctioneers' years of farm life after the age of twelve years and the competencies needed and possessed are revealed in Table 18. Ten auctioneers lived on a farm from 21 to 25 years, nine auctioneers lived on a farm 26 to 30 years, seven auctioneers never lived on a farm, six auctioneers lived on a farm from 16 to 20 years, three auctioneers lived on a farm 36 or more years, and 1 lived on a farm 1 to 5 years. Twenty-five (61 percent) of the auctioneers lived on a farm after the age of twelve from 16 to 30 years. These twenty-five auctioneers had equal or lower overall competence needed mean scores than any other group of auctioneers.

Table 18. Competencies needed and possessed by auctioneers of livestock auction sale barns by number of years of farm life after the age of twelve

Competencies	Mean Scores															
	N = 7 Never lived on farm		N = 1 1 - 5 years farm life		N = 3 6 - 10 years farm life		N = 3 11 - 15 years farm life		N = 6 16 - 20 years farm life		N = 10 21 - 25 years farm life		N = 9 26 - 30 years farm life		N = 2 36 and more years	
	N	P	N	P	N	P	N	P	N	P	N	P	N	P	N	P
1.	3.3	2.9	4.0	4.0	3.3	3.7	3.7	3.7	2.8	3.2	3.7	3.2	3.7	3.2	4.0	4.0
2.	3.7	3.3	4.0	4.0	3.3	3.7	4.0	3.0	3.3	3.3	3.6	2.8	3.6	3.4	4.0	4.0
3.	3.3	2.3	4.0	1.0	2.7	3.7	3.3	3.3	2.5	3.2	3.3	2.7	3.6	3.1	4.0	3.5
4.	3.7	3.0	4.0	1.0	3.3	3.7	3.3	3.3	3.3	3.2	3.2	2.4	3.3	3.1	4.0	3.5
5.	2.8	2.8	4.0	1.0	3.0	3.3	3.0	2.3	1.8	2.7	2.7	2.2	3.0	2.7	3.5	4.0
6.	3.4	3.1	4.0	1.0	3.0	3.3	3.3	2.3	2.8	3.2	3.0	2.6	3.0	3.1	3.5	4.0
7.	2.3	2.3	4.0	1.0	2.3	3.0	3.0	3.0	1.7	2.0	3.2	2.2	2.8	3.0	3.5	3.5
8.	3.1	2.7	4.0	1.0	2.7	3.0	3.0	3.0	2.5	2.8	3.3	2.4	3.0	3.4	3.5	3.5
9.	2.4	2.4	0.0	3.0	2.3	2.7	3.0	2.3	1.7	1.7	1.7	1.8	2.4	2.4	3.5	3.5
10.	3.6	3.0	3.0	1.0	3.3	3.0	3.3	3.0	2.8	2.7	2.0	2.0	2.3	2.9	3.5	3.5
11.	2.6	2.1	4.0	2.0	2.3	3.0	2.0	1.7	2.0	2.3	2.7	2.4	2.6	2.6	2.5	3.5
12.	3.4	2.7	4.0	0.0	3.0	2.7	2.3	1.7	1.8	1.7	2.5	2.4	2.4	2.8	3.0	3.5
13.	3.3	2.6	4.0	4.0	3.0	2.3	3.3	3.3	2.8	3.2	2.9	2.5	3.2	3.1	4.0	3.5
14.	3.8	2.8	4.0	3.0	3.3	2.7	3.7	3.7	2.8	2.5	3.0	2.2	3.1	3.2	4.0	3.5
15.	0.1	1.8	0.0	0.0	1.3	2.7	1.3	1.7	1.2	1.7	1.2	1.6	1.3	2.2	1.0	3.0
16.	1.7	2.1	2.0	1.0	2.0	2.3	1.7	2.3	1.2	1.2	1.6	1.6	1.6	2.3	1.0	3.0
17.	3.4	2.8	4.0	4.0	4.0	4.0	4.0	3.3	3.2	3.2	3.6	3.5	3.7	3.7	4.0	4.0
18.	3.7	3.3	4.0	4.0	3.0	3.3	4.0	3.3	3.5	3.3	3.5	3.3	3.7	3.7	4.0	4.0
19.	2.0	2.0	4.0	1.0	3.3	2.7	3.3	2.0	1.7	2.2	2.5	1.6	2.7	2.8	2.5	3.5
20.	3.1	2.3	4.0	1.0	3.0	2.7	3.7	2.0	2.5	2.8	3.0	2.2	2.7	2.8	2,5	3,5
Overall mean scores	2.9	2.6	3.4	1.9	2.9	3.1	3.2	2.7	2.4	2.6	2.8	2.4	2.9	3.0	3.3	3.6

The overall mean scores in Table 18 indicate a low competence needed score of 2.4 and a high competence needed score of 3.4. The low competence possessed overall mean score was 1.9 and the high competence possessed score was 3.6.

Three groups, those with one to five years of farm life, the group with 16 to 20 years of farm life and auctioneers with 21 to 25 years of farm life, had low competence needed mean scores for the ability to get along with people with scores of 0.0, 1.7 and 1.7. The corresponding competence possessed scores for these groups were 3.0, 1.7 and 1.8 respectively. The auctioneers with from 16 to 20 years of farm life had a considerably lower score for the ability to perform calculations in the head when compared to the other groups listed in Table 18.

A product moment correlation matrix including 25 selected variables related to managers' ratings of competencies is presented in Table 19. The selected variables were nine control variables and the degree of competence needed and competence possessed scores for the eight most needed competencies by managers. The selected variables included in the matrix are referred to by number as follows: (1) age of manager, (2) years of experience as manager, (3) years with present business, (4) years of farm life after the age of twelve years, (5) years of vocational agriculture completed in high school, (6) educational level achieved, (7) volume of business in dollars, (8) total years of experience in the livestock auction business, (9) degree competence needed score for the understanding knowledge of current markets, (10) degree competence possessed score for the understanding of knowledge of current markets, (11) degree competence needed score for the understanding familiarity with market outlets,

(12) degree competence possessed score for the understanding familiarity with market outlets, (13) degree competence needed score for the understanding of proper care and handling of livestock, (14) degree competence possessed score for the understanding of proper care and handling of livestock, (15) degree competence needed for the understanding of proper use of scales, (17) degree competence needed for the understanding of bookkeeping procedures, (18) degree competence possessed for the understanding of bookkeeping procedures, (19) degree competence needed for the ability to get along with people, (20 degree competence possessed for the ability to get along with people, (21) degree competence needed for the ability to identify quality in livestock, (22) degree competence possessed for the ability to identify quality in livestock, (23) degree competence needed for the ability to maintain financial stability and manage money, (24) degree competence possessed for the ability to maintain financial stability and manage money, and (25) the number of employees in the business.

According to Wert, Neidt and Ahman (25, p. 424) an absolute value of .308 is significant at the five percent level and an absolute value of .398 is significant at the one percent level. Three correlations among the control variables were found to be significant at the one percent level and five at the five percent level. The highest correlation was between years of experience as a manager and years with present business (.898). The second highest correlation was between age of manager and years of experience as a manager (.820), and the third highest correlation was between age of manager and years with present business (.698).
The highest correlation at the five percent level was between the volume

Table 19. Product moment correlation matrix of selected variables for managers of livestock auction sale barns (.398 is significant at 1 percent level; .308 is significant at 5 percent level with N = 41)[a]

Variables	1	2	3	4	5	6	7	8	9
1	1.00								
2	0.82	1.00							
3	0.69	0.89	1.00						
4	0.20	0.07	0.11	1.00					
5	-0.05	-0.03	-0.03	0.15	1.00				
6	-0.24	-0.14	-0.12	-0.37	0.05	1.00			
7	-0.00	0.09	0.10	0.14	0.03	-0.26	1.00		
8	0.35	-0.21	-0.21	-0.15	-0.10	-0.02	0.04	1.00	
9	0.08	0.12	0.12	0.05	-0.10	0.07	-0.11	-0.02	1.00
10	0.06	0.15	0.09	0.27	-0.24	-0.05	0.13	0.15	0.47
11	-0.10	-0.07	-0.01	-0.05	0.28	0.09	-0.18	-0.07	0.57
12	-0.11	-0.00	-0.03	0.13	0.14	-0.14	0.07	0.11	0.05
13	-0.04	-0.11	-0.10	0.23	0.00	0.05	0.02	0.00	0.56
14	-0.04	-0.04	-0.11	0.18	-0.08	0.23	0.09	0.05	0.58
15	0.04	-0.00	0.00	0.04	0.02	-0.14	-0.07	-0.02	0.70
16	-0.1-	-0.16	-0.16	0.01	-0.25	0.00	-0.01	0.12	0.27
17	-0.1	-0.22	-0.19	-0.12	0.04	0.00	0.04	0.02	0.44
18	-0.17	-0.11	-0.09	-0.10	-0.11	0.05	-0.00	-0.05	0.26
19	0.07	0.08	0.12	-0.11	0.08	0.07	-0.25	-0.05	0.62
20	-0.09	-0.11	-0.08	0.06	0.02	0.11	-0.03	0.06	0.08
21	0.07	0.00	0.01	-0.13	0.14	0.04	-0.20	-0.07	0.64
22	0.02	-0.00	-0.08	0.07	0.13	0.03	-0.11	0.10	0.05
23	0.12	0.11	0.24	0.19	0.19	-0.07	-0.12	0.03	0.58
24	0.07	0.05	0.02	0.13	-0.06	-0.12	-0.12	-0.12	0.52
25	-0.15	-0.13	-0.11	0.12	-0.04	-0.31	0.38	-0.09	-0.27

[a]1 - age of manager, 2 - years of experience as manager, 3 - years with present business, 4 - years of farm life after the age of twelve years, 5 - years of vocational agriculture completed in high school, 6 - educational level achieved, 7 - volumne of business in dollars, 8 - total years of experience in the livestock auction business, 9 - degree competence needed score for the understanding of current markets, 11 - degree competence needed score for the understanding familiarity with market outlets, 12 - degree competence possessed score for the understanding familiarity with market outlets, 13 - degree competence needed score for the understanding proper care and handling of livestock, 14 - degree competence possessed for the understanding proper care and handling of livestock, 15 - degree competence needed for the understanding proper use of scales, 16 - degree competence possessed for the understanding proper use of scales,

10	11	12	13	14	15	16	17	18	19
1.00									
-0.04	1.00								
0.39	0.39	1.00							
0.24	0.52	0.11	1.00						
0.34	0.44	0.28	0.83	1.00					
0.10	0.62	0.05	0.59	0.56	1.00				
0.38	0.18	0.33	0.41	0.46	0.48	1.00			
0.07	0.44	0.21	0.15	0.24	0.51	0.17	1.00		
0.18	0.26	0.34	-0.02	0.16	0.15	0.23	0.56	1.00	
0.00	0.59	-0.12	0.32	0.27	0.71	0.21	0.51	0.18	1.00
0.19	0.04	0.07	0.04	0.06	0.32	0.30	0.42	0.12	0.47
-0.05	0.68	-0.02	0.39	0.39	0.73	0.17	0.55	0.23	0.76
0.20	-0.02	0.08	-0.04	0.01	0.21	0.27	0.34	0.13	0.29
0.15	0.77	0.31	0.42	0.35	0.62	0.18	0.27	0.00	0.60
0.34	0.44	0.32	0.21	0.33	0.51	0.42	0.22	0.25	0.43
-0.06	-0.14	0.10	-0.17	-0.15	-0.05	-0.00	0.17	0.14	-0.21

17 - degree competence needed for the understanding of bookkeeping procedures, 18 - degree competence possessed for the understanding of bookkeeping procedures, 19 - degree competence needed for the ability to get along with people, 20 - degree competence possessed for the ability to get along with people, 21 - degree competence needed for the ability to identify quality in livestock, 22 - degree competence possessed for the ability to identify quality in livestock, 23 - degree competence needed for the ability to maintain financial stability and manage money, 24 - degree competence possessed for the ability to maintain financial stability and manage money, 25 - number of employees in the business.

Table 19. (Continued)

Variables	20	21	22	23	24	25
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						
11						
12						
13						
14						
15						
16						
17						
18						
19						
20	1.00					
21	0.32	1.00				
22	0.82	0.35	1.00			
23	0.14	0.56	-0.01	1.00		
24	0.31	0.48	0.27	0.60	1.00	
25	-0.00	-0.26	-0.11	-0.21	-0.21	1.00

of business in dollars and the number of employees in the business.

There were two negative correlations at the five percent level. The negative correlations were: years of farm life after the age of 12 years and educational level achieved (-.372), and educational level achieved and number of employees in the business (-.312).

Several competence needed scores were significantly correlated with their corresponding competence possessed scores. Those scores that were significantly correlated at the one percent level were: (1) degree of competence needed score for the understanding of knowledge of current markets and degree of competence possessed score for the same competency (.475), (2) degree of competence needed score for the understanding of proper care and handling of livestock and degree of competence possessed for the same competency (.838), (3) degree of competence needed score for the understanding of proper use of scales and degree of competence possessed for the same competency (.489), (4) degree of competence needed score for the ability to maintain financial stability and manage money and degree of competence possessed score for the same competency (.604), and (5) degree of competence needed for the ability to get along with people and the degree of competence possessed score for the ability to get along with people (.470).

The degree of competence needed score for the understanding of current markets was significantly correlated at the one percent level with nine other variables, with the correlations ranging from a low of .440 to a high of .703. The degree of competence needed for the understanding of familiarity with market outlets was highly significant with eight other variables and the correlations ranged from a low of .440 to a high

of .770. The degree of competence needed for the competency of proper care and handling of livestock was correlated at the one percent level to three other variables (.590, .427 and .416). The degree of competence possessed for the proper care and handling of livestock was correlated at the one percent level to three other variables (.566, .470 and .398).

The degree of competence needed score for the understanding of the proper use of scales was correlated at the one percent level to five other variables. These correlations ranged from .736 to .510, highest to lowest. The degree of competence needed for the understanding of bookkeeping procedures was correlated at the one percent level to three variables (.555, .515 and .426). The degree of competence needed score for the ability to get along with people was correlated to three other variables at the one percent level (.767, .600 and .436).

The degree of competence needed score for the ability to identify quality was highly significant as to: (1) degree of competence needed for the ability to maintain financial stability and manage money (.561), and (2) the degree of competence possessed for the ability to maintain financial stability and manage money (.486).

A separate product moment correlation matrix was run for both assistant managers (Table 20) and auctioneers (Table 21) of livestock auction sale barns. Seven control variables were used in Table 20 and eight control variables were used in Table 21. The two highest competency needed scores and the corresponding competency possessed scores for the assistant managers were included in the matrix. The matrix for the auctioneers included the three highest competency needed scores and the corresponding competency possessed scores.

Table 20. Product moment correlation matrix of selected variables for assistant managers of livestock sale barns (.398 is significant at 1 percent level; .308 is significant at 5 percent level with N = 41)[a]

Variables	1	2	3	4	5	6	7	8	9	10	11
1	1.00										
2	0.75	1.00									
3	0.76	0.87	1.00								
4	0.63	0.90	0.89	1.00							
5	0.57	0.35	0.54	0.33	1.00						
6	-0.45	-0.43	-0.38	-0.27	-0.21	1.00					
7	-0.23	-0.33	-0.48	-0.42	-0.41	0.19	1.00				
8	0.05	-0.02	0.16	0.06	0.16	-0.08	-0.34	1.00			
9	-0.00	0.02	0.02	-0.04	0.03	-0.11	-0.32	0.70	1.00		
10	0.01	0.08	0.18	0.09	0.14	0.05	-0.03	0.09	-0.07	1.00	
11	-0.05	-0.02	0.02	-0.06	0.11	0.04	-0.02	-0.11	-0.03	0.66	1.00

[a]1 - age, 2 - total years of experience in livestock auction sale business, 3 - experience as an assistant manager, 4 - years in present business, 5 - years of farm life after the age of twelve, 6 - years of vocational agriculture completed in high school, 7 - educational achievement, 8 - competency needed for proper use of scales, 9 - competency possessed for proper use of scales, 10 - competency needed for bookkeeping procedures, 11 - competency possessed for bookkeeping procedures.

Table 21. Product moment correlation matrix of selected variables for auctioneers of livestock auction sale barns (.398 is significant at 1 percent level; .308 is significant at 5 percent level with N = 41)[a]

Variables	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1	1.00													
2	0.86	1.00												
3	0.86	0.97	1.00											
4	0.63	0.63	0.59	1.00										
5	0.61	0.58	0.62	0.28	1.00									
6	-0.21	-0.22	-0.14	-0.34	0.11	1.00								
7	-0.36	-0.32	-0.37	-0.05	-0.38	0.20	1.00							
8	-0.00	0.03	0.06	-0.10	0.00	-0.26	-0.03	1.00						
9	0.11	0.13	0.10	0.32	0.20	-0.06	0.03	0.00	1.00					
10	0.17	0.15	0.11	0.08	-0.00	-0.16	0.05	0.14	0.18	1.00				
11	0.10	0.05	0.04	0.17	0.16	0.08	0.17	0.06	0.82	0.24	1.00			
12	0.14	0.05	0.07	-0.08	-0.08	0.15	0.13	0.15	0.10	0.59	0.43	1.00		
13	0.12	-0.02	0.01	0.19	-0.11	0.05	-0.11	0.01	0.13	0.13	0.23	0.13	1.00	
14	-0.04	-0.00	0.04	0.05	-0.26	0.13	0.01	-0.00	-0.23	0.17	-0.07	0.30	0.59	1.00

[a]1 - age, 2 - total experience in the livestock auction sale business, 3 - years of experience as an auctioneer, 4 - years with present business, 5 - years of farm life after the age of 12, 6 - years of vocational agriculture completed in high school, 7 - educational achievement level, 8 - volume of business in dollars, 9 - competency needed in knowledge of current markets, 10 - competency possessed in knowledge of current markets, 11 - competency needed in familiarity with market outlets, 12 - competency possessed in familiarity with market outlets, 13 - competency needed in mechanical ability, 14 - competency possessed in mechanical ability.

The seven control variables in Table 20 were: (1) age, (2) total years of experience in the livestock auction sale business, (3) experience as an assistant manager, (4) years in present business, (5) years of farm life after the age of twelve, (6) years of vocational agriculture completed in high school, and (7) educational achievement level. The two competencies included in Table 20 were (1) proper use of scales and (2) bookkeeping procedures.

The control variables in Table 20 that were intercorrelated at the one percent level included: (1) age, (2) total years of experience, (3) experience as an assistant manager, and (4) years in present business. Highly significant correlation was obtained between years of farm life and age (.57), and years of farm life and experience as an assistant manager (.54).

A highly significant relationship was observed between the competency needed and competency possessed for proper use of scales (.70). A highly significant relationship between competency needed and competency possessed for bookkeeping procedures (.66) was also noted.

Significant negative correlations were observed between years of vocational agriculture completed in high school and (1) age (-.45), (2) total years of experience (-.43), and (3) experience as an assistant manager (-.38). This indicates that those assistant managers who completed some vocational agriculture were younger than those who did not complete any vocational agriculture.

The control variables in Table 21 were: (1) age, (2) total experience in the livestock auction sale business, (3) years of experience as

an auctioneer, (4) years with present business, (5) years of farm life after the age of twelve, (6) years of vocational agriculture completed in high school, (7) education achievement level, and (8) volume of business in dollars.

Three competency needed scores and the corresponding competency possessed scores were included in Table 21. The competencies included were: (1) knowledge of current markets, (2) familiarity with market outlets, and (3) mechanical ability.

Highly significant correlations existed between the following control variables: (1) age and total years of experience in the livestock auction sale business (.86), (2) years of experience as an auctioneer and age (.87), (3) experience as an auctioneer and total experience (.97), (4) years with present business and age (.63), (5) years with present business and total experience (.63), (6) years with present business and experience as an auctioneer (.59), (7) years of farm life and age (.61), (8) years of farm life and total experience (.58), and (9) years of farm life and experience as an auctioneer (.62). These correlations suggest that most auctioneers have been employed in one livestock auction sale barn, most of their experience in the livestock auction business has been as an auctioneer, and they have lived on a farm for most of their lives.

A highly significant correlation existed between the competency needed score for a knowledge of current markets and the competency needed score for familiarity of market outlets (.82). The competency possessed score for knowledge of current markets and the competency possessed score for familiarity of market outlets were correlated at the one percent

level of significance (.59).

Two competency needed scores were correlated at the one percent level of significance to their corresponding competency possessed scores. These competencies included: (1) familiarity with market outlets (.43), and mechanical ability (.59).

A significant negative correlation existed between age and educational achievement level (-.36). This indicates that older auctioneers tended to complete less school than younger auctioneers.

The most important conclusions drawn from the findings in this study are the implications for instructional programs. Many of the competencies needed in the livestock auction sale business can be taught in vocational agriculture programs and Future Farmers of America Chapters in the public high schools. Instructional programs in agriculture in the area vocational technical schools can provide instruction in agriculturally related occupations, both in "full-time programs and in "part-time" adult education classes. In addition, some of the area schools are developing a student organization that could become a post secondary counterpart to the FFA. This organization would be an asset in teaching certain competencies needed for employment in agriculturally related occupations.

All of the competencies can be improved with on-the-job training in both the secondary and area school programs in agriculture. Agricultural occupation employment experience programs need to be developed in more high school vocational agriculture departments to best meet the educational needs of the students. Employment experience programs should also be examined for vocational programs in the area school courses

which do not utilize on-the-job experience.

Upon examination of the 20 competencies needed for employment in the livestock auction sale business it is noted that the competencies can be grouped into four related groups. Five of the competencies do not relate to any of the groups.

One of the groups deals with problems related to the marketing of livestock and is comprised of four of the 20 competencies in this study: (1) knowledge of current markets, (2) familiarity with market outlets, (3) understanding of marketing sequences, and (4) ability to understand market trends and read market reports. Competence in these areas can best be developed in the instructional programs in vocational agriculture or the area school. It is probably true that instruction in marketing should be improved in many vocational agriculture departments. High schools offering economics as a course can compliment the study of marketing in vocational agriculture.

Four competencies in this study deal with the care and management of livestock: (1) proper care and handling of livestock, (2) ability to identify quality in livestock, (3) proper feeding of livestock, and (4) maintenance of sanitation and cleanliness of livestock facilities. Probably no part of the vocational agriculture instruction in high school receives as much attention as the units dealing with animal science. While sanitation and cleanliness of facilities can probably best be learned on-the-job, units of instruction on animal health and experience exhibiting livestock at fairs and shows will strengthen the importance of this ability. Supervised farming programs and participation in FFA

judging contests can be additional learning experiences in the area of livestock management and selection.

Agricultural mechanics instruction in the schools can play a part in the teaching of three competencies in this study: (1) understanding of proper use of scales, (2) service and maintenance of scales, and (3) mechanical ability. Competence in mechanical ability seems to be easier for some individuals to acquire than others, but a sound program of agricultural mechanics can benefit most any student in a vocational agriculture program. The use of scales and scale maintenance can be learned on the job, but certainly a high degree of competence in mechanical ability will have some transfer of ability to scale use and maintenance. Some vocational agriculture departments own scales and those that do can provide direct training in sanitation and cleanliness of facilities, due to the fact that scales need to be cleaned and disinfected between use on different farms.

One of the most important groups of competencies in this study were those competencies dealing with human relations: (1) ability to get along with people, (2) ability to remember names and faces, (3) ability to manage people, and (4) ability to be or become a community leader. These abilities come more naturally to some persons, but human relations need to be part of any course of study dealing with agriculturally related occupations. FFA speaking contests aid in the development of competence in human relations.

Five competencies did not tend to "group" with the other competencies in this study, but are somewhat related to each other: (1) understanding

of bookkeeping procedures, (2) ability to perform rapid calculations in the head, (3) ability to maintain financial stability and manage money, (4) ability to implement government regulations and restrictions as they apply, and (5) ability to read. All of these abilities could be developed on-the-job, but public schools currently offer some educational programs that would be beneficial.

Bookkeeping procedures will vary from one type of business to another and even from one livestock auction sale barn to another. However, school bookkeeping courses will give a basic understanding which can be further developed on-the-job. Supervised farming programs require bookkeeping and will aid in development of an understanding of bookkeeping procedures. These programs will also help students develop financial stability and ability to manage money.

The ability to read can be improved in developmental reading programs that are currently offered in most high schools. Area schools should consider offering a remedial reading program for persons already employed in agriculturally related occupations, or vocational agriculture instructors could coordinate a reading program in the high schools. This same approach could be taken with a mathematics course that would develop a greater competence in the ability to perform calculations in the head.

Applications of government regulations and restrictions as they apply can best be learned on-the-job. Courses could be designed in high schools or area schools that would be beneficial in this area. These courses would, of necessity, have to rely primarily on speakers from various governmental agencies.

On the basis of these findings, some implications for educational programs may be drawn:

1. The basic agricultural instructional program that is currently being taught should continue to stress the science and technology aspects of the program. Consideration needs to be given to development of work experience programs where they do not now exist.
2. Leadership training and human relations need to be given more emphasis in the future through better utilization of existing programs, both in vocational agriculture instruction and FFA experiences.
3. An opportunity exists for post high school instructional programs, that is not now being exploited as fully as possible, to meet the needs of individuals in agriculturally related occupations.
4. Educational programs organized in terms of findings of this study should be broad enough in scope and specific in content to give students sufficient understanding and ability for successful job entry and advancement in the livestock auction sale business, and in terms of post high school programs, either retraining or pre-occupational training. The educational programs should be designed in terms of what the individual needs to advance to greater levels of competence in his occupation.
5. The author is convinced that many of the competencies in this study are closely related to competencies needed in other agriculturally related occupations. Instructional programs could be designed for more efficient use of teaching personnel when these competencies are being taught.

6. Some of the competencies needed by auction sale barn employees are nonagricultural in nature yet are commonly taught by teachers of vocational agriculture. These competencies can be taught perhaps best by high school vocational agriculture and area vocational-technical school instructors as they are related to specific off-farm agricultural businesses and industries.

SUMMARY

This is one of a series of studies conducted jointly by the Department of Agricultural Education and the Iowa Agriculture and Home Economics Experiment Station and the Agricultural Education Section of the Career Education Branch of the State Department of Public Instruction.

The main objective of this study was to determine the competencies needed and the competencies possessed by three groups of people in the livestock auction sale business: (1) managers and/or owners, (2) assistant managers and (3) auctioneers. A self evaluation of competencies needed and possessed by the assistant managers and auctioneers was compared to an evaluation of competencies needed and possessed as determined by their manager. A secondary objective of this study was an attempt to determine the implications for educational programs.

A list of 20 competencies needed by employees in the livestock auction business was complied by utilizing a mailed survey to livestock auction businesses asking managers to list the competencies they felt important to successful employment in the livestock auction business. A questionnaire was developed and sent to every livestock auction sale barn listed with the Iowa Department of Agriculture, Division of Animal Industry. Three follow-up mailings were made and usable returns were received from 41 livestock auction businesses, and these 41 returns composed the population for this study.

Managers, assistant managers and auctioneers were asked to rate the degree of competence needed and the degree of competence possessed

for each of the 20 competencies listed in the questionnaire. Ratings were made on a five point scale (0 - 4) with 0 indicating no competence and 4 indicating very much competence.

The eight competencies most needed by managers of livestock auction sale barns were: (1) knowledge of current markets, (2) familiarity with market outlets, (3) the understanding of proper care and handling of livestock, (4) the understanding of proper use of scales, (5) an understanding of bookkeeping procedures, (6) the ability to get along with people, (7) the ability to identify quality in livestock, and (8) the ability to maintain financial stability and manage money.

Assistant managers of livestock auction sale barns listed these competencies as most needed: (1) an understanding of proper use of scales, (2) an understanding of bookkeeping procedures, (3) ability to be or become a community leader, and (4) mechanical ability.

Competencies rated as most needed by auctioneers of livestock auction sale barns were: (1) knowledge of current markets, (2) familiarity with market outlets, (3) ability to be or become a community leader, and (4) mechanical ability.

Self and manager evaluations of competencies needed and possessed by assistant managers of livestock auction sale barns were included in this study. When overall mean scores were inspected it was revealed that the assistant managers and managers had the same competence needed score, (3.2), but the overall mean score for competence possessed by assistant managers resulting from self evaluations was 3.1, whereas the manager evaluation score was 3.0.

Evaluations made by the auctioneers of their competencies needed

and competencies possessed were compared with the managers' evaluations of the auctioneers' competencies needed and competencies possessed. The managers rated both competence needed and competence possessed scores higher than did the auctioneers on their self evaluations. The auctioneers had an overall competence needed mean score of 2.9 by self evaluation as compared to 3.1 by the managers' evaluation. Self evaluation of the auctioneers revealed an overall competence possessed mean score of 2.8 as compared to 2.9 by manager evaluation.

Competencies needed and possessed by the managers of livestock auction sale barns by age of manager were recorded. The overall mean scores for competencies needed ranged from a low of 2.8 for managers between the ages of 56 to 65 years to a high of 3.6 for two groups of managers: (1) 26 to 35 years of age and (2) 66 years of age and older. Competencies possessed mean score ranged from 3.0 for managers 56 to 65 years of age and managers 46 to 55 years of age, to 3.3 for managers 36 to 45 years of age and those managers 66 years of age and older.

Competencies needed and possessed by assistant managers of livestock auction sale barns by age of assistant manager were studied. Thirty-one assistant managers were between the ages of 36 years and 55 years. Assistant managers 36 to 45 years of age had an overall competence needed mean score higher (3.3) than assistant managers 46 to 55 years of age (3.2), and a higher overall competence possessed score (3.4) compared to the same group (3.2).

Twenty-five auctioneers were between the ages of 46 and 55 years of age. This group had an overall competence needed mean score of 2.9 and a competence possessed score of 2.6.

Managers with 16 to 20 years of experience had the lowest overall competence needed mean score (2.8). Three groups of managers had the same high competence needed overall mean score (3.6): (1) those with 6 to 10 years of experience, (2) those with 11 to 15 years of experience, and (3) those with 31 to 35 years of experience. Managers with 11 to 15 years of experience had the highest overall competence possessed mean score (3.5), and managers with 26 to 30 years of experience had the lowest possessed mean score (3.0).

There were more assistant managers with from 6 to 10 years of experience that there were assistant managers in any other group. This group had an overall competence needed mean score of 3.2 and an overall competence possessed mean score of 3.1.

Twenty auctioneers of livestock auction sale barns had from 21 to 25 years of experience. These 20 auctioneers had an overall competence needed mean score of 3.0 and an overall competence possessed mean score of 2.8.

Of the 123 managers, assistant managers and auctioneers in this study, 75 had no vocational agriculture in high school. In every case those persons with no vocational agriculture had competence possessed mean scores equal to or higher than competence needed mean scores. The reverse was generally the case for those persons having had some vocational agriculture in high school.

Eighteen of the managers in this study were high school graduates, ten were eighth grade graduates, and five were college graduates. These groups had competence needed mean scores of 3.4, 3.3 and 3.3 respectively, and competence possessed mean scores of 3.1, 3.3 and 3.1 respectively.

Thirty-one of the assistant managers of livestock auction sale barns were high school graduates. These assistant managers had an overall mean score for competence needed of 3.1 and an overall mean score for competence possessed of 3.0. Only one assistant manager had a lower competence possessed score than competence needed score and this was the lowest competence possessed score of the assistant managers.

Twenty-nine of the auctioneers were high school graduates. This group had a competence needed mean score of 2.9 and a competence possessed score of 2.7. Two other groups had lower competence needed scores, and two had lower competence possessed scores.

Years of farm life after the age of twelve did not seem to have any effect on competence needed or possessed scores for any of the three groups of livestock auction sale barn personnel studied.

Separate product moment correlation matrices were run for managers, assistant managers and auctioneers. Nine control variables and eight competencies were used in the matrix for the managers. Seven control variables and two competencies were used in the assistant managers' matrix. Eight control variables and three competencies were used in the matrix for auctioneers.

Numerous correlations existed at both the one percent level of significant and the five percent level of significance. A highly significant positive correlation occurred between years of experience by position (manager, auctioneer or assistant manager) and years with present business.

A negative correlation existed between the age and educational achievement level of the managers, assistant managers, and auctioneers.

A significant negative correlation existed between the years of

vocational agriculture completed in high school by assistant managers and (1) age, (2) total years of experience and (3) experience as an assistant manager.

Several significant correlations existed between the competency needed scores and (1) competency possessed scores and (2) other competency needed scores. In addition, several competency possessed scores were significantly correlated to other competency possessed scores.

The results of this study indicate that all 20 competencies used in this study are needed in the livestock sale business. These competencies should have an influence on instructional programs in high school vocational agriculture classes, area vocational technical school programs, and in land grant college programs when occupations in the livestock auction sale business are studied.

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APPENDIX

IOWA STATE UNIVERSITY
Of Science and Technology
Ames, Iowa 50010

Department of Agricultural Education

April 25, 1969

I am conducting a study to identify the competencies (understandings and abilities) needed by persons employed in livestock auction sale businesses.

Auction sale businesses are important to the economy of Iowa. Approximately one-third of all livestock sold in the United States goes through auction sale establishments. I am enclosing a questionnaire that I hope you will be willing to fill out for this study. If you are willing to participate, you can help in this study in two ways.

(1) Fill in a questionnaire and information sheet representing your views.

(2) Encourage two employees to fill in questionnaires. I would make the request that one of the employees be the man that normally is the auctioneer for your sales.

The findings of this study will be of great value to teachers of vocational agriculture in curriculum planning and to guidance personnel in counseling young people with reference to job opportunities and the training needed for employment in the livestock auction sales field. They may further aid cooperative extension personnel, resident instruction staff members in the College of Agriculture, and persons planning programs for the area vocational schools. Your evaluations will be kept in strict confidence and used for statistical purposes only.

Please place the completed questionnaires in the stamped self-addressed envelopes enclosed and drop them in the mail box today.

Thank you for your contribution to the welfare of future owners, operators, and employees of livestock auction sale businesses.

Sincerely yours,

Wallace Reidel
Research Assistant

Code No. _____

DIRECTIONS FOR COMPLETING "AUCTIONEER" QUESTIONNAIRE

Competence means skill, ability or understanding. Use the following scale when making your evaluation.

Degree of competence needed	Degree of competence possessed
0 - No competence needed	0 - No competence possessed
1 - Little competence needed	1 - Little competence possessed
2 - Some competence needed	2 - Some competence possessed
3 - Much competence needed	3 - Much competence possessed
4 - Very much competence needed	4 - Very much competence possessed

Place a check mark in the box which most accurately expresses your feelings. NOTE: 0 - lowest rating, 4 - highest rating. Use additional space at the end of the competency list to add any competency that you feel is important and should be included.

Carefully Read Instructions Above Before Checking Each Competency Listed Below	Auctioneer									
	Degree of Competence Needed					Degree of Competence Possessed				
	0	1	2	3	4	0	1	2	3	4
1. Knowledge of current markets										
2. Familiarity with market outlets										
3. Understanding of proper care and handling of livestock										
4. Understanding of proper feeding of livestock										
5. Understanding of proper use of scales										
6. Understanding of bookkeeping procedures										
7. Understanding of and ability to possess a knowledge of marketing sequences										
8. Ability to service and perform maintenance of scales										
9. Ability to "get along" with people										
10. Ability to maintain sanitation and cleanliness of facilities										
11. Ability to remember names and faces										
12. Ability to perform rapid calculations in the head										
13. Ability to identify quality in livestock										
14. Ability to manage people										
15. Ability to maintain financial stability and manage money										
16. Ability to implement government regulations and restrictions as they apply										
17. Mechanical ability										
18. Ability to be or become a community leader										
19. Ability to read										
20. Ability to understand market trends and read market reports										
21. Other										
22. Other										

Code No. _____

DIRECTIONS FOR COMPLETING "ASSISTANT MANAGER" QUESTIONNAIRE

Competence means skill, ability or understanding. Use the following scale when making your evaluation.

Degree of competence needed	Degree of competence possessed
0 - No competence needed	0 - No competence possessed
1 - Little competence needed	1 - Little competence possessed
2 - Some competence needed	2 - Some competence possessed
3 - Much competence needed	3 - Much competence possessed
4 - Very much competence needed	4 - Very much competence possessed

Place a check mark in the box which most accurately expresses your feelings. NOTE: 0 - lowest rating, 4 - highest rating. Use additional space at the end of the competency list to add any competency that you feel is important and should be included.

Carefully Read Instructions Above Before Checking Each Competency Listed Below	Assistant Manager or "Second in Command"									
	Degree of Competence Needed					Degree of Competence Possessed				
	0	1	2	3	4	0	1	2	3	4
1. Knowledge of current markets										
2. Familiarity with market outlets										
3. Understanding of proper care and handling of livestock										
4. Understanding of proper feeding of livestock										
5. Understanding of proper use of scales										
6. Understanding of bookkeeping procedures										
7. Understanding of and ability to possess a knowledge of marketing sequences										
8. Ability to service and perform maintenance of scales										
9. Ability to "get along" with people										
10. Ability to maintain sanitation and cleanliness of facilities										
11. Ability to remember names and faces										
12. Ability to perform rapid calculations in the head										
13. Ability to identify quality in livestock										
14. Ability to manage people										
15. Ability to maintain financial stability and manage money										
16. Ability to implement government regulations and restrictions as they apply										
17. Mechanical ability										
18. Ability to be or become a community leader										
19. Ability to read										
20. Ability to understand market trends and read market reports										
21. Other										
22. Other										

Code No. _____

DIRECTIONS FOR COMPLETING "EMPLOYER" QUESTIONNAIRE

First fill out the following GENERAL INFORMATION items:

1. What is your present age? _____
2. Total years of experience in business? _____
3. Total years as a manager or owner? _____
4. Total years with present auction business? _____
5. If father was in this business, write the number of years. _____
6. Have you lived on a farm after age 12? _____ If so, how many years? _____
7. Did you study vocational agriculture in high school? _____
   Circle the number of years: 1 2 3 4
8. Circle the highest grade in school that you completed:
   Less than 8 8 9 10 11 12 College 1 2 3 4 More than 4
9. What is the total volume of sales in dollars per year? _____

Competence means skill, ability or understanding. Use the following scale when making your evaluation:

Degree of competence needed	Degree of competence possessed
0 - No competence needed	0 - No competence possessed
1 - Little competence needed	1 - Little competence possessed
2 - Some competence needed	2 - Some competence possessed
3 - Much competence needed	3 - Much competence possessed
4 - Very much competence needed	4 - Very much competence possessed

Place a check mark in the box which most accurately expresses your feelings. NOTE: 0 - lowest rating, 4 - highest rating. Use additional space at the end of the competency list to add any competency that you feel is important and should be included.

Carefully Read Instructions on Front Page
Before Checking Each Competency Listed Below

1. Knowledge of current markets . . . . . .
2. Familiarity with market outlets . . . . . .
3. Understanding of proper care and handling of livestock . . . . . .
4. Understanding of proper feeding of livestock . . . . . .
5. Understanding of proper use of scales . . . . . .
6. Understanding of bookkeeping procedures . . . . . .
7. Understanding of and ability to possess a knowledge of marketing sequences . . . . . .
8. Ability to service and perform maintenance of scales . . . . . .
9. Ability to "get along" with people . . . . . .
10. Ability to maintain sanitation and cleanliness of facilities . . . . . .
11. Ability to remember names and faces . . . . . .
12. Ability to perform rapid calculations in the head . . . . . .
13. Ability to identify quality in livestock . . . . . .
14. Ability to manage people . . . . . .
15. Ability to maintain financial stability and manage money . . . . . .
16. Ability to implement government regulations and restrictions as they apply. . . . . .
17. Mechanical ability . . . . . .
18. Ability to be or become a community leader . . . . . .
19. Ability to read . . . . . .
20. Ability to understand market trends and read market reports . . . . . .
21. Other . . . . . .
22. Other . . . . . .

Owner or Manager or Administrative Head											Manager's Evaluation of Auctioneer										Manager's Evaluation of Ass't. Manager or "Second in Command"									
Degree of Competence Needed						Degree of Competence Possessed					Degree of Competence Needed						Degree of Competence Possessed						Degree of Competence Needed						Degree of Competence Possessed				
0	1	2	3	4		0	1	2	3	4	0	1	2	3	4		0	1	2	3	4		0	1	2	3	4		0	1	2	3	4